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HR Self-Service... It's All About You!

The Bureau of Human Resources' Self-Service initiatives provide "one-stop" online resources, streamline common HR processes and reduce error. We in HR never lose sight of our very important customer—you, the Department employee—and with self-service, we are aiming to provide timely, comprehensive customer service. HR Self-Service can empower you through HR process automation and allow you to "own" and maintain your personal information online.

You can take advantage of 25 HR self-service tools through HR Online, and HR is releasing many more. For example, ePerformance is the online performance management process that allows employees to create work requirements and commitments online, and allows raters and reviewing officials to manage the evaluation process electronically. A recent Permanent Change of Station travel enhancement process—"My Itinerary"—enables Foreign Service employees to construct and submit their proposed travel itinerary online and receive a travel authorization directly in their eOPF. Employees moving from domestic assignments can also check in online using the automated DS-1707, and we are automating departure from post in the online DS-1552.

With self-service, you can get a "personal info check-up" and initiate routine updates to your addresses, dependents, emergency contacts and marital status through "GEMS Self-Service" in HR Online. You can apply for federal benefit programs such as Telework

(eTelework) and the Student Loan Repayment program online. We worked hard to customize the Employee Benefits Information System, a Web-based tool that includes an enhanced retirement calculator, information

and planning resources, as well as an eRetirement module for electronic submission of federal retirement packages. We are introducing eTransit, which will allow domestic employees to apply online for the federal transit subsidy. We will also make it possible to initiate and process actions online, including life event changes, insurance and health benefits, tax withholdings and awards processing.

Further, we are redesigning HR Online to bring you the one-stop shop for all HR-related information and services. You may have noticed that you no longer need to provide a user name and password to access HR Online. That is because you now have single sign-on functionality

to access your authorized HR Self-Service tools in HR Online. By logging in to your computer, you now have instant access to your HR Online home page. We are working to provide you with a central point of access to all HR-related information and functionality, and we want to hear from you.

For more information on HR Self-Service or to provide feedback on existing online tools, please feel free to send an e-mail to ItsAllAboutMe@state.gov.

If you have any general comments or suggestions, you can send them to me via unclassified e-mail at dgdirect@state.gov. ■



News



Employees Can Seek Transit Subsidy Via HR Online

Eligible employees may use the Bureau of Human Resources' HR Online application called eTransit, found in the Employee Self-Service area of HR Online, to apply for the Federal Transit Subsidy Program, where the maximum subsidy recently increased from \$120 to \$230 per month.

Employees will be notified by e-mail when their applications have been processed. Recently submitted paper-based requests for a subsidy increase or new applications for the program will be processed, but in the near future no paper applications or change forms will be accepted. Information on the program

and eTransit is on the Office of Employee Relations Web site, <http://hrweb.hr.state.gov/prd/hrweb/er/employment/tb/metrochek.cfm>. Employees can e-mail the program at transitsubsidyprogram@state.gov.

The Federal Transit Subsidy Program serves direct-hire employees assigned domestically for 12 weeks or more, including full-time, part-time and When Actually Employed staff who are not paid per diem. The subsidy serves employees who regularly use public transportation services, including those accepting SmartTrip and SmartBenefits, and van pools.



Vice Consul Jim Holtsnider and his wife Nana get in some jogging during Fitness Month.

Embassy Tunis Holds Fitness Month

From April 15 to May 17, the U.S. Embassy in Tunis held its third annual Health and Fitness Month, where volunteers organized dozens of sports events such as walking, running, biking, Pilates, yoga, tai chi and volleyball.

The event also featured clinics for those wanting to try something new. Mission Communicator Andrew Berdy—Tunisia's 2008 salsa champion—offered dance classes, and Ambassador Robert F. Godec, a veteran of marathons and ultra-marathons, spoke on starting a beginner's running program.

Human Resources Officer Barbara Jensen organized a virtual "Walk to Djerba," an island off Tunisia's southern coast, in which 40 participants armed with pedometers logged their walking mileage each week toward the goal of a million steps, roughly the 450 miles from Tunis to Djerba.

"We used to only talk about work topics when we saw each other, but now the conversation has completely changed," said Foreign Service National employee Naziha Ferjani. "Now, we plan sports activities, ask who has walked the farthest and encourage one another to keep going."

American Corner Helps Bring Peace to Ancient City

In April, U.S. Ambassador James B. Cunningham and Acco Mayor Shimon Lankri opened one of the world's newest American Corners and the fourth in Israel. The sunlight glinted off the restored medieval structures as Acco's Jewish and Arab residents heard from local leaders and music legend Peter Yarrow of Peter, Paul and Mary.

Acco—medieval Acre—has a rich history dating back nearly 4,000 years. Today, Acco is a vibrant Arab and Jewish city that exemplifies many of the coexistence challenges facing Israel. Last October, riots raged throughout the city for five days after an Arab resident drove his car through a predominantly Jewish neighborhood on the eve of the Jewish holy day Yom Kippur, a day when by tradition there are no vehicles on the road in Israel.

In response to the riots, the public affairs section of the U.S. Embassy in Tel Aviv embarked on a series of community-building programs that focused on helping

leaders and residents build relationships to prevent future violence and find peaceful resolutions to conflicts. The embassy hosted a weeklong visit by U.S. community coalition-building experts Rabbi Robert Kaplan and Mohammad Razvi. The two leaders helped their community of Brooklyn build bridges after violent social unrest in Crown Heights in the 1990s.

As Ambassador Cunningham said at the opening of the American Corner, "Our great hope is that this American Corner will serve as a gathering place for dialogue, discussion and debate on issues important to the greater goal of peace. We are confident that it will further my embassy's effort to extend the message of coexistence between Arabs and Jews in Israel."

Like other American Corners, the one in Acco is a partnership between the State Department and local municipal structures. It will offer materials in English, Arabic and Hebrew, and host weekly English classes for local residents.



Ambassador James B. Cunningham, left, and Mayor Shimon Lankri unveil the sign to the American Corner in Acco.

Embassy Renews Educational Partnership with Libya

Last December, the U.S. Embassy in Tripoli announced the arrival of the first U.S. ambassador to Libya in 36 years, Gene A. Cretz. In February, the embassy started accepting visa applications from Libyan students. In March, the Libyan government approved scholarships for 4,000 Libyan students to pursue masters' and doctoral degrees in the United States, in addition to the 1,000 students approved the previous year.

A week later, the embassy announced the opening of full nonimmigrant visa services to all Libyan citizens for the first time in 29 years.

These events are helping Libya and the United States rekindle official and people-to-people ties and use educational opportunity to jump-start diplomacy. Making visas available has been greeted with enthusiasm by Libyans at all levels.

At the apex of U.S.-Libya educational cooperation in the 1970s,

the Libyan government financed postgraduate U.S. study for more than 7,000 Libyan students. Almost all embassy sections work closely with U.S.-educated Libyans, who look back fondly on their student

days. In the subsequent two decades, the Libyan government ended its educational exports and temporarily banned English-language curricula. The opportunity to engage a generation of Libyans through cultural diplomacy was lost.

Now, the U.S. Embassy in Tripoli is recreating the educational partnerships that are the cornerstone of diplomacy. Many senior Libyan government and

business leaders obtained U.S. degrees in the 1970s and want to return to the era when thousands of Libyans pursued

U.S. degrees. They want to give Libya's coming generations an opportunity to forge their own ties with America.



Embassy Seeks to Engage Kuwaiti Youth

More than 150 students from the State Department-funded English Access Microscholarship Program visited Camp Arifjan, the largest U.S. military base in Kuwait, last year. The program teaches English language skills to non-elite students ages 14 to 18 worldwide through after-school classes and

summer learning activities.

Then, in April, 80 students from the program joined 14 U.S. soldiers from Camp Arifjan for a day-long excursion to Kuwait's Failaka Island, where they visited a camel farm and a "tank graveyard" filled with Iraqi materiel from the first Gulf War.

The events were undertaken jointly by the U.S. Embassy in Kuwait City, the U.S. Army's Central Command and America-Mideast Educational and Training Services, Inc., the nonprofit organization that implements the Access program in Kuwait, in an effort to re-create the bonds forged between the U.S. military and previous generations of Kuwaitis in the early 1990s. The effort recently expanded to include students from a youth center, who also participated in the trip to Failaka Island.

"The original purpose of this program was to demystify our military presence here, to enable young Kuwaitis to see and experience firsthand what goes on behind the gates of Camp Arifjan," said Ambassador to Kuwait Deborah K. Jones. "It has blossomed into a wonderful exchange that has benefited and enriched our troops and these young Kuwaitis as they build friendships while learning about each others' societies."

The U.S. military has maintained active security cooperation with Kuwait since the 1991 liberation, and Kuwait will continue to serve as a crucial transit and logistical point as the United States ceases combat operations in Iraq and initiates the planned withdrawal.



Several students in the English Access Microscholarship Program pose with a map of Kuwait on Kuwait's Failaka Island.

Vilnius Issues First Immigrant Visas



Ambassador John Cloud presents the first immigrant visa issued since the embassy's 1991 opening.

In April, the U.S. Embassy in Vilnius, Lithuania, issued its first immigrant visas since the embassy's opening in 1991. Ambassador John Cloud presented the first immigrant visa to a Lithuanian woman who will

immigrate to the United States to join her Lithuanian-American husband.

Prior to the embassy's opening of its immigrant visa unit, Lithuanians immigrating to the United States had to travel to

Warsaw, Poland, for immigrant visa interviews. Applicants for the Diversity Visa program will still need to be interviewed in Warsaw until that function moves to Vilnius in the early part of fiscal year 2010. The program

annually makes available 50,000 visas that are randomly chosen from among applicants meeting strict eligibility requirements and coming from countries with low rates of immigration to the United States.

Bureaus' Job Fair Focuses on Three Posts

As this is the first year to have a combined early bidding cycle for Foreign Service jobs in Afghanistan, Iraq and Pakistan, the bureaus of Near Eastern Affairs and South and Central Asian Affairs held a joint recruiting fair in the Exhibit Hall at Main State in June.

They were joined by representatives of the Bureau of Human Resources and the Family Liaison Office at a lunchtime event where dozens of potential bidders visited tables to receive information on those nations or the HR and FLO services for officers at those posts. The event's guests of honor were Ambassador Richard Holbrooke, Special Representative for Afghanistan and Pakistan, and Ambassador Patrick Kennedy, Under Secretary for Management, who both met with bureau representatives and chatted with officers seeking to learn more about these posts.

Holbrooke's deputy, Paul Jones, who is also a deputy assistant secretary in SCA, said the attractions of serving in the three nations include the fact that they have the attention of the President and Secretary of State, and are receiving increased resources. Furthermore, work in those nations emphasizes "getting out and interacting and assisting on the ground," and this has the full support of U.S. commanders there, he said.

Robert Kemp, deputy director of the Office of Pakistan Affairs, said he finds Afghanistan, where he served two tours and a temporary duty assignment, and Pakistan have fascinating cultures. Both nations also provide officers the opportunity to do interagency coordination and work with the U.S. military, he added.

An officer who was at the event to represent the Afghan desk also said in an interview that he was attracted to bidding on jobs in the three nations. Kevin Brady said the big attraction is the integrated nature of the work. A public diplomacy cone officer serving in an economic officer role with the desk, Brady said it's likely any task at these posts will require integration of several disciplines, such as public diplomacy and economics.

"You can't just think economics and ignore counterinsurgency" at these posts, he said. "You have to be at the table on all of these discussions."



Ambassador Richard Holbrooke, left, poses with former Ambassador to Afghanistan William B. Wood at the two bureaus' recruitment event.

Department Ranked Among Top Federal Workplaces

In the 2009 Best Places to Work in the Federal Government ranking, conducted by the Partnership for Public Service and American University, the Department of State placed fifth among 30 large federal agencies, up from sixth place in 2007. The Department ranked third on support for diversity, third on effective leadership, third on performance-based rewards and advancement, and third on teamwork.

Rankings are based on the 2008 U.S. Office of Personnel Management's biennial Federal Human Capital Survey of more than 200,000 executive branch employees in more than 250 federal organizations. Organizations were ranked on overall employee engagement and 10 workplace criteria. The study aims to offer job seekers insight into the best federal opportunities and provide leadership with a road map for improvement.

The rankings and analyses are available online at www.bestplacetowork.org.

Max Stier, president of the Partnership for Public Service, left, presents Deputy Secretary for Management and Resources Jacob Lew, center, with the award as American University adjunct professor Robert Tobias looks on.



New Passport Agencies Open

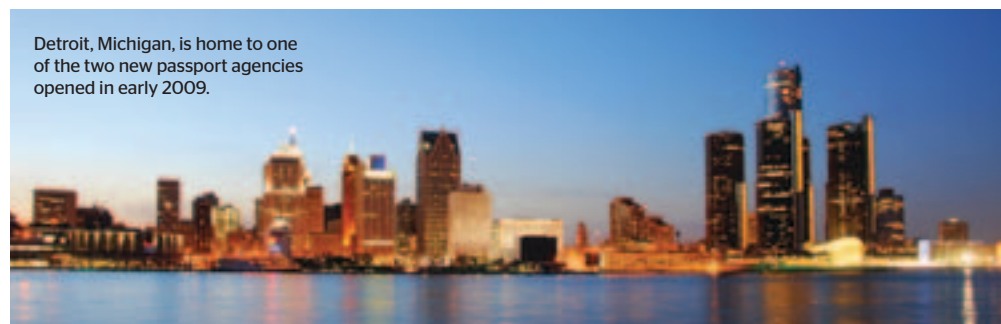
The Bureau of Consular Affairs has opened two new passport agencies in 2009 and will open more later this year. The Detroit Passport Agency opened March 16. Its ribbon-cutting ceremony on May 11 featured Janice L. Jacobs, assistant secretary for Consular Affairs, and Congressman John Conyers Jr. The Minneapolis Passport Agency opened May 18.

Both agencies can issue passport books and passport cards to citizens with emergency travel needs. U.S. citizens entering the United States at sea or land ports of entry must have a passport, passport card or other travel document approved by the Department of Homeland Security.

Later this summer, the bureau will open a new passport agency in Dallas and the Western

Passport Center in Tucson, Ariz. The latter will have a public counter and be co-located with the existing passport printing facility there. There are plans to open new passport agencies in Vermont; Buffalo, N.Y.; El Paso, Texas; Atlanta; and San Diego within the next 18 months. The National Passport Center in Portsmouth, N.H., and the Arkansas Passport Center in Hot Springs, Ark., will soon also offer counter services to the public.

The new passport agencies will greatly enhance the Department's ability to meet the travel needs of customers in states near the northern and southern U.S. borders. For more information on passport agencies, visit the Bureau of Consular Affairs' Web site, www.travel.state.gov.



Detroit, Michigan, is home to one of the two new passport agencies opened in early 2009.



AAFSW's Art & Bookfair Coming

The 49th annual Art&BookFair of the Associates of the American Foreign Service Worldwide runs in the Diplomatic Exhibit Hall in Main State from 2 to 5 p.m. Oct. 16 and from 11 a.m. to 3 p.m. Oct. 19-23 for badge holders and escorted guests. The Fair is open to everyone, including the public, from 10 a.m. to 4 p.m. Oct. 17-18 and 24-25.



Meera Doraiswamy has just hit the ball, as, from left, Pramod Patil, Chauncey Rapp and Joe Hansen stand ready.

Cricket Proves a Winner in Mumbai

On a typically hot day in Mumbai, India—95 degrees in the shade—the U.S. Consulate held a cricket match, complete with a trophy for the best team, an orientation for American officers and families, and tea and biscuits served on the sidelines—an English tradition.

The entire consulate was involved in the project, from the janitors and gardeners to officers in the consular section. So many people wanted to play that the organizers had to draw names out of a hat. Some of the Locally Employed Staff had been involved in cricket in college or their neighborhoods and schools, but for others it was a brand-new ballgame and therefore Indian staff played alongside American employees on mixed teams.

Prior to the match, an Indian-American Foreign Service officer helped with batting and bowling practice, and the community liaison officer provided an orientation to the game. The post newsletter ran a poem that compared the last wicket stand in a cricket match with a soldier's last stand in a foreign field.

On the day of the match, employees hauled out the wickets, bats and tennis balls, chosen instead of the traditional leather balls to avoid breaking windows on the 76-year-old consulate building.

The cricket pitch in the consulate's backyard had been perfectly prepared by the gardeners, and the batting crease had been chalked with lime. During the game, the LE Staff, who knew what they were doing, often scored "a six," akin to a home run in baseball. Using cricket jargon, the players joked about being "bowled out" or "stumped out," and how they tried to keep the ball away from the "silly mid-off," a position similar to baseball's shortstop.

At the match's end, one team had scored 77 runs, and the other 54.

Then came the refreshments, including the Indian snack called samosas.

STATE

MAGAZINE

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Deadlines

The submission deadline for the October issue is August 15. The deadline for the November issue is September 15.

Environmental Notes

State Magazine is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.



The Cost of Conflict

Conflict may be viewed as a mental struggle resulting from incompatible or opposing needs, drives, wishes or external/internal demands. In one way or another, most of what we do in the Office of Civil Rights involves conflict. As experienced observers on the topic, it is clear that strong differences of opinion or viewpoint are normal, and conflict by itself is not necessarily negative. The important question is how do people react to conflict in our work setting? If the situation is well managed and swiftly addressed, the initial conflict can lead to an opportunity for creativity, collaboration and improvement. By having a constructive conversation, all parties can see the others' interests and identify areas for agreement and common cause, or even more creative solutions. Very often, the simple process of ensuring that employees feel that their concerns are heard leads to morale improvement and better job satisfaction.

However, conflict that is not dealt with immediately or at all can have a negative effect that is very costly. Some costs are obvious and clearly visible—the often significant resources that have to be devoted to investigating and litigating employment law complaints, including, in some instances, the cost of settling a case or, albeit less common, the cost of paying a judgment. There are also hidden costs. Research indicates that dealing with employee conflicts can occupy up to 30 percent of a manager's time. Not only is the manager's time spent trying to resolve the conflict, but all parties necessarily take time away from mission-related work to deal with the issue in question. Others are also affected. The tension and stress of conflict within an office can lead to absenteeism, higher health costs, lower morale and lower productivity.

If individuals in an unresolved conflict on a team simply give in to one person just to get the project over

with and avoid the conflict, the problem may escalate or aggrieved employees may try to sabotage the work of others. An office in perpetual conflict experiences difficulty hiring and retaining good people. Strikingly,

exit interview research from Fortune 500 companies shows that chronic unresolved conflict results in approximately 50 percent of voluntary departures in organizations. Employee turnover costs, including orientation and training, today run anywhere between 75 percent and 150 percent of the employee's annual salary. And when experienced employees leave an organization, they take valuable institutional knowledge with them.

Now that you know the costs of dysfunctional conflict and even some of the benefits of resolving conflict successfully and quickly, then you are probably asking, "How do

I deal with it?" Don't delay! I can't stress that enough. When conflict first arises within your office, address it as soon as possible. Whether you are the manager or the person in conflict with a peer, sit down with the other party to discuss the issue and attempt to establish a mutually acceptable resolution. You should listen with an open mind and give each party the chance to express his or her point of view and interests within the conflict. Understand that there are resources available to you within the Department. The Office of Civil Rights is here to assist where there may be allegations of discrimination or harassment. The Bureau of Human Resources or your bureau's executive office or front office are all great resources to utilize when individuals are in a conflict. By addressing conflict early, you'll benefit from the positive effects of conflict and minimize the negative costs. ■



The foyer is adorned by paintings—from IKEA—and a 1920's mahogany Duncan Phyfe game table with folding top made by the Fine Arts Furniture Company.



Home Design Tips

Decoration Makes Overseas Quarters Sparkle
By John Foster

How many times have you walked into a fellow employee's overseas assigned home, and the occupant apologizes for its lack of decor by saying "I only sleep here"?

Looking around, you realize that even though they have an allowance to ship personal household effects to post, they have left their quarters looking like a dormitory.

In the living room is a 78-inch-tall four-panel reproduction of an early 18th century hand-painted screen.



Many overseas employees expect they will only be at post a year or two and hesitate to settle in. However, with a little ingenuity, their homes can be made more comfortable. This will pay off later, especially when they entertain visitors. Consider some of the techniques I've used, seen in the photos of my house in Jeddah, Saudi Arabia. The house is in the high-security residential compound of Hajarayn Village surrounded by walls, armed guards, delta barriers and machine-gun emplacements. It is not unlike other Westerners' quarters in the region.

A Few Rules

A few basic rules apply to making one's home presentable. Choose a theme, a season, the timbre and honor the scale of the room. A theme can be tropical, Mediterranean or country. The choice of season will affect color selection; hot, heavy colors are for winter, and light colors are for spring. The timbre is the set of colors that makes you comfortable or provides an effect. Scale is choosing right-size furniture, which allows traffic to flow.

There will be restrictions on what you can do. Most housing has white walls. To compensate, use pictures with dark matting. Choose tall objects, such as palms raised on tables, bookcases or a folding screen. Exercise architectural symmetry by placing objects in pairs.

Bring to post wall coverings and a few select rugs. Even though lamps are issued at post, you may want to bring some you know will coordinate. Having a beautiful home is not expensive and will improve your outlook during your tour.

Morale Boost

What sort of impact can well-decorated living quarters have on visitors? When he asked me to write this account, I had no idea that Martin R. Quinn, consul general at the U.S. Consulate in Jeddah, would send it to *State Magazine* with the following recommendation:

"Everyone gets a morale boost when visiting John's home," he wrote. "What John has done with his government-issue quarters in Jeddah is amazing. In 26 years in the Foreign Service, I have never seen anything like it. He has shown that, with work and ingenuity, 'you can take it with you!'"

For those kind thoughts, I thank Consul General Quinn—and urge my fellow overseas employees to settle in and make their living quarters inviting. ■

The author is a Bureau of Overseas Buildings Operations electrical engineer working on construction of the new consulate compound in Jeddah, Saudi Arabia.

Take Your Child to Work Day



Working Knowledge

For Employees' Children, a Day of Thrills and Learning /// *By Ed Warner*

How many people worked on building the Taj Mahal, the famous Indian landmark? Was it 15,000, 20,000, 25,000 or 30,000?

With the correct answer, you would have won a round in the game called "Who Wants to Be a Slumdog Millionaire?" The event, modeled on the popular quiz show, was a highlight of April's Take Your Child to Work Day, in which 23 Washington, D.C.-based bureaus and offices offered activities for approximately 550 children, largely at Main State. The Bureau of South and Central Asian Affairs, for instance, sponsored the Slumdog game, where about 30 young people competed in six teams to answer questions about SCA nations posed by emcee Alex Ave-Lallemant, the bureau's desk officer for Nepal and Bhutan.

Meanwhile at the Ralph Bunche Library, children were greeted by Abraham Lincoln and Ulysses S. Grant and learned about the Civil War. The children received packets of "orders" and went from one "tent"—library tables—to the next to

research their orders' questions. One challenge: Use a copy of the U.S. Constitution to find the amendment based on Lincoln's Emancipation Proclamation.

This sort of intellectual scavenger hunt is what the library does every day, said Reference Librarian Linda Schweizer, who dressed as Mrs. Lincoln. In 2008, she wore a zebra costume for the library's Africa-themed activity, and in 2007 she played Pocahontas for an activity celebrating the 400th anniversary of the founding of the Jamestown settlement.

Elsewhere in Washington, about 25 children toured the ultra-modern Swedish Embassy, where Deputy Chief of Mission Karin Olofsdotter taught them some Swedish phrases and pointed out that the embassy has no fences and no guards. They also received a tour of an environmental exhibit, where they saw a "flower lamp" that appears to bloom when there is a drop in household electricity use.



Children pose after learning about treaties and signing the Young Citizens of the World Convention in the Department's Treaty Room.

Some children met the Bureau of Diplomatic Security's bomb-sniffing dogs. Others joined the Bureau of Economic, Energy and Business Affairs and the video game industry in talking about how intellectual property rights protect video games from piracy and competed to design the coolest new video game cover and win music and video game prizes.

Another of that bureau's activities capitalized on

the news of attacks by Somali pirates on commercial shipping. Attendees were divided into teams representing the U.S. agencies involved in the conference call that is made when pirates take a ship hostage.

"All we're going to do is talk about pirates taking over?" one child asked incredulously, only to be reassured that the conference call is just the first step to a solution.

The Bureau of Economic, Energy and Business Affairs wasn't the only bureau with multiple activities. Penny McMurtry, the Department's coordinator for the day's events, said "The A bureau really came through: They did about 15 separate sessions—they're amazing." McMurtry, a contract employee in the Office of Employee Relations, annually organizes the day almost single-handedly.

McMurtry said another bureau that went the extra mile was the Bureau of African Affairs. It hired professional storyteller Ana Malagwa, a native of Kenya, to tell about her nation's culture and offer a few folk tales. She played an African drum and "thumb piano," displayed a wooden "family tree" sculpture similar to a totem pole and told the story of the dog who tricked the leopard. The leopard, she said, came to get some food the dog had put out—and he got speared.

The moral: "Make sure others can trust you," she said.

In a Bureau of Consular Affairs activity, about a dozen children had their fingerprints and photos captured digitally by Consular Officer George Hogeman, just as if the youths were foreign nationals seeking visas. Then, one child's photo was compared against the Department's database of similar-age visa-seekers from Ireland. As the child watched, the

Youths ponder a question in the "Who Wants to be a Slumdog Millionaire?" quiz. **Below:** Secretary of State Hillary Rodham Clinton greets the day's attendees after conducting a ceremony where she swore them in as temporary Department employees.





Clockwise from above: Storyteller Ana Malagwa jumps for joy in a display of her enthusiasm for Kenyan culture; Consular Officer George Hogeman enters a youth's fingerprints from the scanner at left into the computer; Ralph Bunche Library staff members Greta Wilson as Ulysses S. Grant, Douglas Moors as Abraham Lincoln and Linda Schweizer as Mary Todd Lincoln, welcome children to their learning activity; Deputy Chief of Mission Karin Olofsdotter tells children that they are the latest of 80,000 visitors the Swedish Embassy has welcomed since opening on the Georgetown waterfront.

database produced eight hits, including one that “kind of looks like you,” said Hogeman.

Back at the Slumdog Millionaire quiz, SCA Acting Director for India Diane Kelly reminded attendees they were competing for the sheer joy of winning, the game's title aside.

“This means you're motivated by causes, not just money, which is good because we have no money to give you today,” she joked.

The quiz was notable for its large turnout of children and SCA staff—including SCA Assistant Secretary Richard A. Boucher, who said the disco light-ball revolving on the conference room's table “is from our staff meetings.”

At another point in the quiz, a team gave the wrong answer—then sought to have the error overlooked on a technicality—Ave-Lallemant had failed to first say “Is that your final answer?”

Ave-Lallemant replied, “You're going to law school after this, right?”

By the way, it took 20,000 workers to build the Taj Mahal. ■



The author is deputy editor of State Magazine.

Assessing Achievement

Program Evaluation Effort Makes Strides /// **By Virajita David**

The Department's Program Evaluation Conference in June brought together more than 100 participants from across the Department to hear presentations from senior leadership, including Deputy Secretary for Management and Resources Jacob J. Lew. Evaluators from the Department's sister organizations in the United Kingdom and Canada also presented on their experiences and, in the five workshops, Department evaluators discussed their program evaluation work.

"Rigorous program evaluation is a crucial piece of our foreign policy," Secretary of State Hillary Rodham Clinton told the conference via a video message. "This evidence-based approach to foreign policy is what's called for today, as we strive to apply smart power solutions to the problems we face."

In another step forward for program evaluation, the Office of Strategic and Performance Planning, the Program Evaluation Support Group and the Foreign Affairs Program Evaluation Working Group have developed the first Department policy on the topic, to be released in the near future. The policy supports Department evaluators' needs, encourages the use of program evaluation and highlights its use with grant- and contract-funded programs and projects that seek to achieve a strategic goal or priority of the Department.

Evaluation Defined

A program evaluation is a systematic and objective assessment of an ongoing or completed project, program or policy using the systematic collection and analysis of qualitative and quantitative information. Through program evaluation, the Department concretely assesses the effects and impacts of its activities, determining which are working. Under the

Government Performance and Results Act of 1993, agencies must discuss program evaluations in their strategic plans and performance reports.

The push to implement program evaluation has the support of top Department management. Diplomacy often appears difficult to quantifiably measure, but program evaluation in support of the Department's strategic

priorities allows the documenting of the effects of programs and projects and the assessment of their results, and provides critical information to inform future policy directions. Evaluation can improve the performance of existing interventions or policies and identify best practices that improve processes, maximize impacts and sustain positive outcomes.

Deputy Secretary of State for Management and Resources Jacob J. Lew makes a point during his keynote address at the Department's Program Evaluation Conference. His topic was the "Department of State on the Cutting Edge of Evaluation."



PHOTOGRAPHS: MARK STEWART



At the Program Evaluation Conference, Stephen Kester, director of evaluation at the Office of the Inspector General for Foreign Affairs and International Trade of Canada, speaks at the podium as panelists and Treasury Board of Canada staffers Anne Routhier and Brian Moo Sang listen at right.

Program evaluation is also used in the strategic planning process, marrying planning, performance measurement and analysis to inform future decision-making. The Department is also using it to improve its performance-based budgeting, in which a program's impact affects the type of resources it receives. As the Department seeks increased resources, it must justify these needs by demonstrating effective use of its current resources, showing results that directly link to Department goals.

Group Forms

Last year, a Foreign Affairs Evaluation Coordination Work Group was created to bridge the implementation of evaluation across offices and agencies and jointly nurture a culture for evaluating foreign affairs

activities. The work group aims to implement evaluation as an integral part of strategic planning and a key performance management tool, and advises bureaus and offices on evaluation techniques.

Also in 2008, the Program Evaluation Discussion Series began. The series invites experts in evaluation from the Department, U.S. Agency for International Development and other agencies to engage in a dialogue on evaluation. Speakers have come from such organizations as the Millennium Challenge Corporation, the Abdul Latif Jameel Poverty Action Lab at the Massachusetts Institute of Technology, the Office of Management and Budget, academic institutions and the Department. Topics have included "Demystifying Quantitative Methodologies in Foreign

Affairs Evaluation" and evaluating the President's Emergency Plan for AIDS Relief. The series fosters an important exchange of best practices and lessons learned.

Support Group

Because the Department is home to so many champions of program evaluation, the Program Evaluation Support Group was created to give them an opportunity to meet and exchange information. The group meets quarterly and is actively involved in instituting program evaluation at the Department.

There is also a program evaluation portal on Diplopedia, the Department's online encyclopedia of information about diplomacy. The portal, launched in 2008, aims to provide a home to program evaluation resources, information and discussions, and

includes information on events and training and links to domestic and international evaluation resources and references. It also documents some of the Department's past, current and future evaluation efforts, and houses all past Program Evaluation Discussion Series presentations. The portal has consistently been in the 25 most viewed Diplopedia pages since its inception.

To stay current on the latest tools, techniques and events regarding program evaluation, go to the program evaluation portal at http://diplopedia.state.gov/index.php?title=Program_Evaluation_Portal or contact Evaluation@state.gov. ■

The author is a program analyst in the Bureau of Resource Management's Office of Strategic and Performance Planning.

The background of the page is a stylized American flag. It features diagonal stripes of red, white, and blue. The blue stripes are filled with white stars of varying sizes. The word "Homecoming" is centered over the flag.

Homecoming

Secretary of State Hillary Rodham Clinton addresses the Foreign Affairs Day gathering as Director General Harry K. Thomas listens at left.



Secretary Clinton Welcomes Retirees to Foreign Affairs Day

Story by Ed Warner

Photos by Ed Warner and Bill Palmer

Secretary of State Hillary Rodham Clinton celebrated the end of her first 100 days in office with a visit to Foreign Affairs Day, the annual homecoming of Department of State retirees. There, she told a packed Dean Acheson Auditorium about recent U.S. foreign policy initiatives and announced the establishment of the Ryan C. Crocker Award for Outstanding Leadership in Expeditionary Diplomacy.

She said the award represents a “new way to celebrate our colleagues who distinguish themselves and serve in very difficult posts, not once, not twice, but over and over again.” Named for the former U.S. ambassador to Iraq, who is also its first recipient, the award recognizes “a true hero of the Foreign Service ... [who] has helped to sow seeds of peace in Iraq, Pakistan, Afghanistan, Kuwait and Lebanon,” the Secretary said.

On foreign policy, the Secretary spoke of efforts to “reset” the U.S. relationship with Russia and promote agricultural productivity overseas. She also told attendees she hopes to revitalize the Department’s public diplomacy effort. “We’re going to give it a new approach and see if we can’t make a difference,” she said.

Retirees Valued

Secretary Clinton was preceded to the podium by Under Secretary for Political Affairs William Burns and Deputy Secretary for Management and Resources Jacob Lew. Burns said the Department is lucky to have so many committed people in the Foreign Service.

Afterward, the Secretary attended the annual ceremony at the memorial plaque in the C Street lobby that honors employees who died in the line of duty. Among the four names added to the American Foreign Service Association Memorial Plaque was that of one recent victim, Brian Daniel Adkins, a first-tour officer killed in January in Ethiopia. The Secretary called Adkins' death a loss felt at missions around the world.

The Secretary said Adkins was a "smart, generous young man," noting that he had been nominated for the superior honor award just seven months after his arrival at post. He received the award posthumously.

The other names added to the plaque were those of employees who died many years before and were

Anne Barbaro of Reston, Va., right, poses with her mother, Pallie Jean Stenzel. Barbaro's favorite posting was Paris—she'd just been married.



As, from left, the American Foreign Service Association's then-President John Naland and Secretary of State Hillary Rodham Clinton stand ready, members of an Armed Forces color guard bring the American flag forward during the ceremony at the AFSA Memorial Plaque.

nominated for inclusion by Jason Vorderstrasse, a former consular officer in Hong Kong. They are Felix Russell Engdahl, who died during World War II in a Japanese internment camp; Thomas W. Waldron, who died of cholera in Macau in 1844; and Edmund Roberts, who died of dysentery in Macau in 1836 while in transit to negotiate a commercial treaty with Japan.

Cup Winners

The day's activities began with the awarding of the Foreign Service Cup of the Diplomatic and Consular Officers, Retired. Presenting the cup, DACOR President Ambassador Daniel A. O'Donohue said the recipient, Ambassador Alexander F. Watson, a 30-year Department veteran and former ambassador to Peru, was particularly notable for his post-retirement accomplishments.

Watson, who served as deputy permanent representative to the United Nations, has since retirement served as a vice president of the Nature Conservancy and a trustee of the Una Chapman Cox Foundation. He joked that his accomplishments show there is life after the Foreign Service—but “it does not beat life in the Foreign Service.”

He also said his post-retirement experiences “flow from my Foreign Service career [which] broadened horizons and taught adaptation to change.”

Two other awards, the Director General’s Cup for the Civil Service and Director General’s Cup for the Foreign Service, were announced at the Foreign Affairs Day luncheon.

The Civil Service award went to Cozetta D. Johnson, a 40-year office management specialist who Director General Harry K. Thomas Jr. said was “the engine that kept the sixth and seventh floors running” at Main State.

In accepting, Johnson credited her relationships. “People are what it’s all about,” she said.

The Foreign Service Cup went to Jeffrey S. Davidow, a 34-year veteran who served as ambassador at three posts and was an assistant secretary for Western Hemisphere Affairs. Director General Thomas said Davidow has “done much to bind the nations of this hemisphere together.”

Davidow recalled how his entry-level class of officers was told to keep a low profile. He realized then, he joked, “the low-profile thing wasn’t going to work for me.” ■

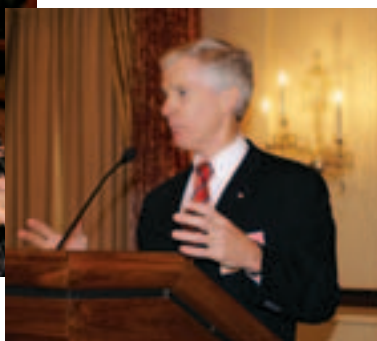
The author is deputy editor of State Magazine.



Above: Cozetta Johnson receives the Civil Service Cup from Director General Harry K. Thomas. **Left:** Ambassador Daniel O'Donohue at the podium prepares to present the DACOR Cup to Ambassador Alexander F. Watson, at far left. **Bottom:** Ambassador Jeffrey Davidow received the Foreign Service Cup from Director General Harry K. Thomas, right.



Left: Pamela Corey-Archer of Arlington, Va., tells of her favorite posts, Uruguay and Peru, where she said challenges were presented by narcotics and terrorism. **Below:** Former Ambassador to Iraq Ryan C. Crocker speaks during the Foreign Affairs Day luncheon.





Real Security

Bureaus Disrupt Visa and Passport Fraud /// **By David Bates**

Over the past year, the bureaus of Diplomatic Security and Consular Affairs scored significant successes in defending the United States. Together, they identified, investigated and arrested those who would use counterfeit or fraudulently obtained documents to cross U.S. borders.

In 2008, DS special agents conducted hundreds of investigations and participated in 1,862 U.S. arrests on charges of visa and passport fraud and related crimes. Overseas, DS investigations led to an additional 586 arrests for a record total of 2,448 in 2008, the fourth consecutive year that DS saw its arrest totals rise.

Although fraud itself may be rising—leading to some of the upsurge in arrests—these numbers also reflect the success of DS’s innovative approach to ensuring the integrity of U.S. travel documents.

Gold Standard

Perhaps the most sought-after travel documents are U.S. passports and visas. They are considered the “gold standard” of international travel documents because they help the bearer travel almost anywhere in the world. In fact, those involved in the Sept. 11, 2001, attacks entered the United States on fraudulently obtained but genuine U.S. travel documents.

Congress in 2004 instructed DS to craft a strategy to protect the integrity of U.S. travel documents, and the resulting multifaceted strategy has increased enforcement at selected ports of entry, provided specialized training to foreign law enforcement partners and expanded initiatives to identify and investigate travel-document fraud at home and abroad.

“At home, DS has increased participation in federal and local task forces, improving our visibility among other law enforcement agencies and acting as a force multiplier for our criminal investigations,” said Patrick Donovan, acting principal deputy assistant secretary and director for Diplomatic Secu-



Opposite page: At the San Ysidro port of entry, the nation's busiest, 26 lanes of international traffic cross the U.S.-Mexican border. **Left:** DS special agents examine evidence seized during a field exercise to execute a warrant in suburban Washington, D.C.

Operation Deathmatch

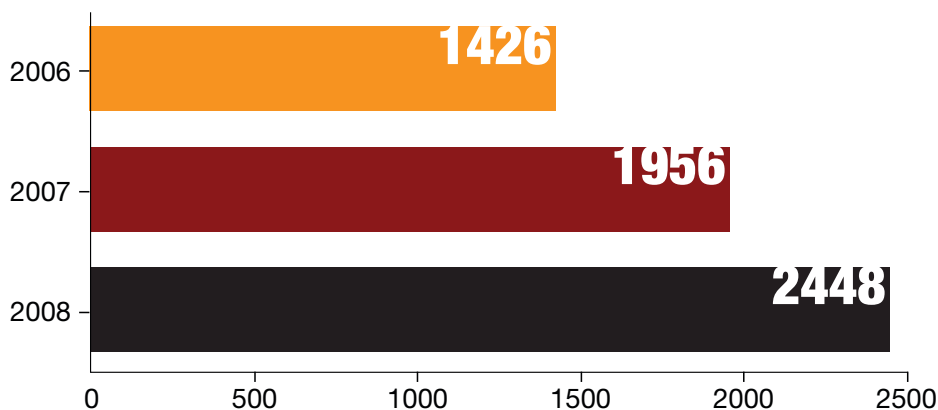
DS special agents also have launched innovative initiatives within the United States to root out those who produce, traffic in or use genuine but fraudulently obtained or counterfeit U.S. visas and passports. Last year, DS wrapped up a three-year investigation into passport fraud called "Operation Deathmatch" in which DS special agents cross-matched computerized government death records with Department of State passport records to identify individuals who fraudulently obtained U.S. passports using birth certificates of deceased Americans. Operation Deathmatch resulted in 112 individuals being charged with federal passport fraud and related offenses, and the seizure of weapons, \$650,000 in cash and more than 80 fraudulently obtained U.S. passports.

At the busiest U.S. port of entry—San Ysidro, on the U.S.-Mexican border just south of San Diego—DS has a successful multiagency initiative to catch and prosecute individuals entering the country with counterfeit or fraudulently obtained travel documents. There, the bureau worked with Customs and Border Protection officers in 2008 to apprehend more than 100 individuals on visa and passport fraud and related fraud charges. It also helped seize more than 600 counterfeit and fraudulently obtained U.S. passports and identified major organized crime activity, including drug trafficking. In a special effort early this year on the southern U.S. border, its agents arrested another 46 suspects on visa and passport fraud charges.

"DS has developed a robust and innovative security strategy to disrupt the supply and use of bogus and fraudulently obtained travel documents through its unique investigative programs and partnerships with foreign law enforcement agencies," said Eric J. Boswell, assistant secretary for Diplomatic Security. "In its mission to ensure the integrity of U.S. travel documents, DS contributes every day to the security of the United States and its partners in the fight against international terrorists and transnational criminal enterprises." ■

The author is in the public affairs office of the Bureau of Diplomatic Security.

DS arrests for visa/passport fraud, related crimes



ity. "Participation in these task forces also has permitted us to showcase our expertise in visa and passport fraud investigations, as well as our international reach through our regional security officers at U.S. embassies."

Last year, DS created 13 new, full-time criminal investigator positions to work at U.S. locations of the Department of Homeland Security's Document and Benefit Fraud Task Force. As a result, DS special agents participated in the arrest of 99 suspects during task force investigations in 2008.

DS also has assigned 50 assistant regional security officer-investigators to work with Consular Affairs at designated U.S. embassies and consulates to identify, investigate, disrupt and help prosecute those engaged in visa, passport and related fraud.

"In 2008, these investigators helped their

host-nation law enforcement counterparts make 586 arrests overseas and helped prevent 2,369 individuals with suspicious or fraudulent visas from entering the United States," Donovan said. "These investigators also helped train more than 5,000 officials from U.S. diplomatic missions, airlines and foreign law enforcement agencies on document-fraud indicators."

With DS training, many foreign law enforcement agencies have scored dramatic successes in shutting down criminal enterprises involved in document fraud. Last year, Indonesian police with DS training in human-trafficking investigation shut down two such operations, arrested 11 suspects and rescued 272 women and nine girls who had been smuggled into Indonesia and forced into prostitution.

The Lebanese exchange students stand in front of the Wisconsin state capitol building.



Diplomatic Exchange

Students Visit Each Others' Homelands /// **By Rich Michaels**

It is not every day that American high school students visit Lebanon. In fact, no one at the U.S. Embassy in Beirut remembers the last time American teenagers came to Lebanon under embassy sponsorship.

However, as part of the U.S.-Lebanon Sister Schools project of the embassy's public diplomacy section, 14 Americans from Wausau East High School in Wausau, Wisc., spent a week in Lebanon, and their Lebanese peers from Sagesse High School in the suburbs of cosmopolitan Beirut traveled to the United States.

The Americans stayed with Sagesse students' families during their February visit, experiencing the daily life of Lebanese teenagers. The guests were overwhelmed by Lebanese hospitality, including an abundance of hummus, tabbouleh and shish kebab.

Welcoming People

"I've never met more welcoming people," said student Bryant Plano.

"The Lebanese are so warm and hospitable; they make it so easy for us to be here," agreed American chaperone Ramona Winter-Leigh.

The project, financed by the Bureau of Public Diplomacy and Public Affairs and participating schools, began in 2008 with a series of digital video conferences between student groups to initiate cross-cultural

conversations. Communication continued through a group page established on the U.S. Embassy in Beirut's Facebook profile. Before traveling, the American students and their parents were briefed about the Department's travel warning for Lebanon.

In Lebanon, the Americans toured historical sites such as the Ottoman-period Beiteddine Palace in the Shouf Mountains and Phoenician and Roman ruins in Byblos, and saw the famed cedars in the North and Beirut's post-war renovated downtown.

For an introduction to Lebanon's diverse religious landscape, they visited Beirut's largest mosque—for most, their first exposure to Islam—and the Harissa Maronite cathedral overlooking Jounieh Bay. During a stop at an English Access Microscholarship classroom in the Shouf, the visitors chatted with Druze



Upper left: American and Lebanese students visit the Ottoman-period Beiteddine Palace in the Shouf Mountains of Lebanon. **Lower left:** Wisconsin students chat with English Access Microscholarship students in a Shouf Mountain public school.



teens at their public high school, comparing life in the two countries.

The public diplomacy section arranged a viewing of “Under the Bombs,” a film on the aftermath in southern Lebanon of the July 2006 war between Hezbollah and Israel. Lead actor Georges Khabbaz attended to answer the students’ questions.

Orphanage Visit

The public diplomacy section and its educational partner, AMIDEAST, also organized a community service project at a local orphanage. Lebanese alumni from the Youth Exchange and Study high school exchange program, Wausau East visitors and Sagesse host students all spent an afternoon playing

games and chatting with the Armenian-Lebanese orphans.

Ambassador Michele J. Sison hosted a reception for the American visitors at the embassy, where Lebanese pop star Joseph Attieh, winner of a recent “Star Academy” show (similar to “American Idol”), made a surprise singing appearance.

“We are proud that these student ambassadors are bringing our two countries closer in a new way,” Ambassador Sison said.

“This trip set an example to [Americans] that people in the Middle East are no different from us,” observed student Jennika Bastian.

In April, the Lebanese students, none of whom had been to the United States previously, observed their friends’ lives in central

Wisconsin. They attended classes and viewed a Native American exhibit at a museum and local wildlife. They also met Wausau’s mayor and state representatives.

Of course, their visit to “America’s Dairyland” would not have been complete without a tour of a family farm and a picnic featuring local bratwurst. Student Roy Issa said he was impressed by the pride the family had in their 130-year-old farm and the way they named all of their 100 cows.

The group also traveled to Minnesota’s Mall of America, where they indulged in what Issa called a “four-hour shopping extravaganza.”

Midwest Surprises

Another Lebanese student, Jad Aboulhosn, expressed surprise with the Midwest’s orderly lifestyle, where “everyone and everything is on time.” He said it took him some adjusting to eating dinner at 5 p.m., which is much earlier than his usual 8 p.m. dinner time. Even though he had eaten American food in Lebanon, such favorites as hot dogs and pancakes seemed to taste differently.

“Even the bun on the burger was different,” he said.

To share the positive experience with audiences in Lebanon and throughout the Near East, the public diplomacy section set up television interviews with Lebanese and regional news outlets, in which the American students extolled the benefits of the exchange.

“In America, we see clips about war and violence on the news, but we have never really seen this side of Middle East culture,” said Conor Howells.

The exchange left a lasting, positive impression on the Americans and Lebanese alike. After her return to Wisconsin, Bethany Heeren wrote that “this trip allowed me to change some of my friends’ and family’s views of the Middle East to something more positive than seen through the media.”

Meanwhile, Lebanese chaperone Patricia Hayek said, “We had a taste of true American family living, unlike what is portrayed in the movies.” ■

The author is assistant public affairs officer at the U.S. Embassy in Beirut.



A boy leaps from a bridge during high tide at Costa do Sol beach in Maputo—a popular way for him and his friends to keep cool in the summer.

Maputo

U.S. Helps Peaceful Mozambique
Pull Itself Up

By Viraj M. LeBailly

Meet Mozambique: an African nation that emerged from 16 years of civil war in 1992 with its spirit intact, determined to pull itself out of the ranks of the world's poorest countries. Located on the southeastern coast of Africa, Mozambique boasts nearly 1,500 miles of Indian Ocean coastline, the equivalent of the distance from Miami to Maine. This seafront produces some of Mozambique's most famous attractions: beaches and prawns. Its 22 million residents live in an area nearly twice the size of California.



With the downtown skyline in the background, Miguel Malimo trains in the popular Brazilian martial art capoeira at Miramar Beach on Maputo Bay.

From the Arab-influenced Swahili Coast Muslims in the north to the Shangaan, cousins of the Zulus, in the south, Mozambique's major ethnic groups have diverse languages, dialects, cultures, religions and histories. Almost five centuries as a Portuguese colony ended with independence in 1975, but the nation retains Portuguese customs and cuisine, and its official language is Portuguese.

Mozambique's most highly developed art forms are wood sculpture, for which the northern Makonde tribe is particularly renowned, and traditional dance, evident in a number of distinct, regional forms. Because of its exceptionally friendly people and gorgeous white-sand and turquoise-water beaches, Mozambique attracts adventurous travelers. With the 2010 soccer World Cup set to occur next door in South Africa, Mozambique hopes many of the fans will pay a visit. Maputo is only an hour from the border of either South Africa or Swaziland.

Mozambique has successfully shed its image of a country embroiled in war. The ruling Front for the Liberation of Mozambique abandoned Marxism decades ago, and the new constitution provides

for a multiparty democracy and free-market economy. In December 2004, the country underwent an important transition when President Joaquim Chissano stepped down after 18 years in office to make way for his successor, Armando Emilio Guebuza, who stands for reelection in October. Although still among the least developed nations, Mozambique had an 8 percent economic growth rate from 1994 to 2007, one of the highest among non-petroleum economies.

U.S. Mission

The United States has had a diplomatic presence in Mozambique since the early 19th century. Today, the U.S. Mission has 400 employees, making it one of the largest U.S. posts in sub-Saharan Africa.

The U.S. partnership with Mozambique ranges from health and agriculture to supporting democracy and promoting economic development and American investment. Given the nation's location, Mozambique and the United States also work together on maritime safety and security.



Clockwise from above: Community Liaison Coordinator Jill Belmonti gets a hug during a visit with children at the Arco Iris orphanage, where mission members regularly volunteer; A mother in Nampula Province has her child vaccinated and receives a mosquito net as part of a campaign against malaria and measles supported by the U.S. Agency for International Development; John Zak, right, and Etienne LeBailly, center, of the embassy's political and economic section, meet with a representative of The Halo Trust at a demining site near Maputo to discuss progress on the 520 minefields remaining across Mozambique.

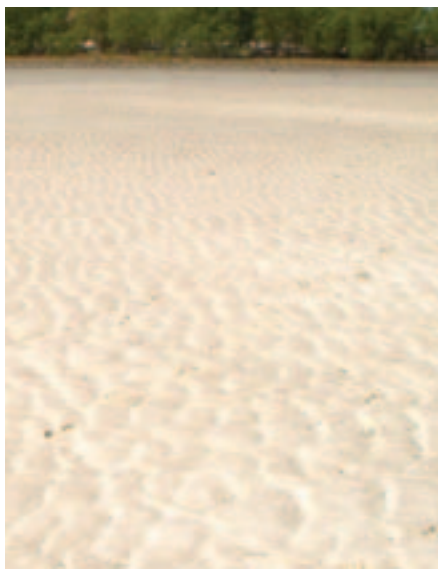


Below from left: The multinational crew of the *U.S.S. Robert G. Bradley* salutes the colors in Maputo harbor during the first U.S. Navy port call in 34 years; a Mozambique island woman wears *muciro* on her face—a paste made from a local plant that is used as a beauty treatment; Chargé d'Affaires Todd Chapman, right, greets musician Stewart Sukuma on World AIDS Day.





From top: A fisherman prepares his dhow before heading out into the Bay of Maputo; Chargé d'Affaires Todd Chapman visits with students at a school rebuilt with support from the Ambassador's Fund for Cultural Preservation; It's a quiet day at the beach at Ilha dos Porcos.



This year marks 25 years of U.S. government development work in the country. During that time, the U.S. Agency for International Development has expanded from providing emergency and post-conflict food aid to supporting tourism development, democracy and governance, health and basic education. The agency works with the Millennium Challenge Corporation, which is implementing a \$507 million, five-year compact to help lift out of poverty one-quarter of Mozambicans in the northern provinces.

The mission's work in the health sector, led by teams from USAID and the Centers for Disease Control and Prevention, is the most prominent feature of the bilateral relationship. Combating HIV/AIDS in Mozambique, which has an infection rate of 16 percent, is a mission priority. The U.S. government is the single largest donor to the health sector, with funding levels for HIV/AIDS programs that surpass all other donors combined. Creative HIV/AIDS prevention programs such as the Peace Corps volunteers' national girls' and boys' youth conferences reach the most vulnerable. The U.S. government is projected to provide \$1 billion for Mozambique over the next five years through the President's Emergency Plan for AIDS Relief.

Working at the U.S. Mission offers a chance to participate in the country's development and expanding internationalism. Opportunities include collaborating with Olympic champion sprinter Maria Mutola on the Youth Exchange and Study program, interacting with Mozambique's most famous modern musician on HIV prevention and getting out into the field to see how U.S. assistance is helping to clear valuable farmland of remaining land mines.

Eduardo Mondlane: A Mozambican Leader With American Roots

Despite the great distance separating the United States and Mozambique, the connections between the two countries are long-standing and historic. The most famous example is perhaps that of Eduardo Mondlane, the father of independent Mozambique, who spent 11 years studying and working in the United States.

Born in rural Mozambique, Mondlane studied in South Africa and Portugal, preparing himself to lead Mozambique's independence movement, before enrolling at Oberlin College in Ohio in 1951. He then went to Northwestern University for his doctoral studies. In the United States, he married American Janet Mondlane, who still resides in Mozambique and is publishing, with support from the embassy public affairs section, the chronicles of their life together.

The "architect of the nation" was assassinated by a letter bomb while leading the Front for the Liberation of Mozambique from nearby Dar es Salaam, Tanzania. This year marks 40 years since Mondlane's death, and Mozambique is commemorating his life throughout the year.

Embassy Life

The mission community is just that: a community. Whether it's pitching in to support the February visit of the *USS Robert G. Bradley* or volunteering on weekends at local orphanages, mission members find ways to keep in touch with each other and Mozambique. Maputo's location just 60 miles from world-famous Kruger National Park means that on weekends groups head out on South African safaris. With the waterfront steps from the embassy's front door, a day at the beach or out sailing is always an option—perhaps followed by a plate of grilled prawns and listening to talented local musicians crooning in Portuguese.

The American International School of Mozambique, offering the International Baccalaureate curriculum, and British-, French- and Portuguese-curriculum schools provide first-rate international educations for mission children.

With its pleasant climate and warm people, Mozambique has lured many American citizens, some of whom spend decades there. Maputo's cosmopolitan feel and lack of traffic and pollution make it a gem in the developing world. Despite being half a world away, it is easy to feel right at home.

Hoyo-hoyo, or "welcome," as the people say in Mozambique. ■

The author is a public diplomacy officer at the U.S. Embassy in Maputo.

At a Glance >>> Mozambique



Country name: Mozambique

Capital: Maputo

Government type: Republic

Area: 801,590 sq. km.

Comparative area: almost twice the size of California

Population: 21.7 million

Languages: Portuguese (official), Emakhuwa, Xichangana, Elomwe, Cisena, Echuwabo and other Mozambican languages

GDP - per capita: \$350

Export commodities: aluminum, prawns, cashews and cotton

Export partners: Italy, Belgium and Spain

Import commodities: machinery/equipment, vehicles, fuel and chemicals

Import partners: South Africa, Australia and China

Currency (code): Metical (MZM)

Internet country code: .mz



Source: Country Background Notes

Gala Dinner

Department Thanks Reception Rooms Donors /// **By Ed Warner**

Works by great American landscape painters, a portrait of the wife of Secretary of State Daniel Webster and the chair used by President Jimmy Carter in his first fireside address in the White House were among the items donated in 2008 to the Department's Diplomatic Reception Rooms.

The Reception Rooms have one of the nation's foremost collections of Early American furnishings and include several eighth-floor rooms, the best known being the Benjamin Franklin Room.

Donors also gave \$633,279 in cash in 2008, including \$563,084 designated for the Rooms

and \$15,000 for the Rooms' endowment fund. Gifts of \$50,000 and above were received from the Fund for the Endowment of the Diplomatic Reception Rooms, Mrs. Eugene B. Casey of the Eugene B. Casey Foundation and Joan Alexandra Pingree of the Charles Engelhard Foundation, while Mr. and Mrs. Daniel Rose made a donation of more than \$15,000.

Donors Honored

The donors were honored in late April with a reception in the Diplomatic Reception Rooms, located on the eighth floor of

the Harry S Truman Building. Secretary of State Hillary Rodham Clinton greeted them individually and told them how important the Rooms are in the conduct of U.S. diplomacy. Noting the thousands who attend functions or meetings in the Rooms annually, Secretary Clinton said she was "proud we're able to share this with the public."

"I cannot thank you enough," she told the gathering. "You, too, are part of American history."

Besides making cash gifts, several donors in 2008 donated art and other furnishings for the Rooms' collection. These include a



Betty Rhoads Wright donated funds to acquire this painting of Mrs. Daniel Webster.



Left: Deen Day and James R. Sanders pose with the two butterfly studies she donated to the collection. **Below:** Peter Frelinghuysen stands beside a Secretary Bookcase holding the Chinese export porcelain he donated in 1969.



Secretary Clinton autographs the *Antiques Magazine* article written by Leslie and Peter Warwick.

Gifts to the Rooms of \$10,000 or More

Fund for the Endowment of the
Diplomatic Reception Rooms

Mrs. Eugene B. Casey

Joan Alexandra Pingree

Mr. and Mrs. Daniel Rose

Mrs. Sandra Goerlich Alexander

Helen Clay Frick Foundation

John Jay Hopkins Foundation

Mr. and Mrs. Norman V. Kinsey

F. M. Kirby Foundation

Mrs. George Revitz

Melody Sawyer Richardson and
Otto M. Budig, Jr.

Williams Family Foundation
of Georgia, Inc.

framed oval bas relief of William H. Seward, who while Secretary of State signed the 1867 agreement with Russia that acquired the territory of Alaska. The bas relief was donated by Judith Hernstadt in honor of Patricia L. Heflin and Gail F. Serfaty, a former long-time curator of the Rooms.

Another gift was a painting titled “Indians in a Mountain Landscape,” by the American artist Thomas Cole, a founder of the Hudson River School of landscape painting. The 18-by-22-inch work will hang in the Thomas Jefferson Reception Room and was donated by Deen Day Sanders. She also donated two paintings of butterflies done by Albert Bierstadt, also of the Hudson River School.

An oil portrait of Caroline Webster, wife of Secretary of State Daniel Webster, who served under three presidents in the early 1840s and 1850s, was purchased for the Rooms with funds provided by Betty Rhoads Wright. The 41-by-36-inch painting will adorn the James Madison Dining Room.

Secretary Clinton noted the painting in her speech, saying “Our nation was built by great men—and also by great women.”

Other Donations

Other donations included a sugar bowl decorated with the American eagle produced around 1795 in China for export to the then-young United States. The bowl was donated by Robert Kogod Goldman. The suite of furniture in the Ladies Lounge is now fully funded, thanks to Mrs. George Revitz.

The Chippendale walnut armchair used in President Carter’s 1977 fireside speech to the nation dates to about 1770 and had been on loan to the White House at the time. It was given to the Rooms by Mrs. Samuel W. Morris.

The Rooms also acquired in 2008 the official portrait of former Secretary of State Madeleine K. Albright, although it was not technically a gift. ■

The author is deputy editor of State Magazine.

Team Players

Multi-Agency Planning Keys War Game's Success

By Carl Siebentritt and John Schweiger

This spring, civilians from eight U.S. agencies participated in unprecedented numbers in the U.S. European Command's military exercise Austere Challenge 2009. The largest EUCOM exercise in history, with more than 300 people working on its planning alone, the war game was part of a broader U.S. effort to apply a "whole-of-government" approach to post-conflict reconstruction and stabilization, using lessons learned from the Balkans, Afghanistan and Iraq.

Austere Challenge sought to enhance coordination between civilian and military agencies during the delicate transition from combat to stability operations. In the scenario for the exercise, a civilian team led by the Department's Office of the Coordinator for Reconstruction and Stabilization deployed to augment a drawn-down embassy staff and perform joint planning with the relevant combatant command and its joint task force.

Response Corps

The exercise's civilian participants included reconstruction and stabilization experts from the eight member agencies of the Civilian Response Corps, the U.S. government's civilian expeditionary force for reconstruction and stabilization. Staff from the departments of State,

Homeland Security, Commerce, Justice, Treasury, Agriculture and Health and Human Services, and the U.S. Agency for International Development all played a part. The team operated under a scenario in which the joint task force had to eject "enemy" troops from the territory of a U.S. ally and then coordinate with its civilian counterparts on the aftermath.

"We were worlds apart when we started, and I witnessed the shift from a military-centered mindset to a whole-of-government

approach," said Rear Admiral William P. Loeffler, director for policy, resources and strategy for U.S. Naval Forces in Europe and Africa.

In similar crises in the real world, military and civilian personnel working together have encountered several recurring problems. In response, the Office of the Coordinator for Reconstruction and Stabilization and its partner agencies used Austere Challenge to test new processes, structures and capabilities that

address these problems.

The exercise represented a case where policy and guidance from civilian agencies were in the forefront of the military's operational planning. At the start, an interagency team, including EUCOM planners, met in Washington, D.C., to develop a unified strategic plan to serve as a basis for planning by all U.S. agencies involved. The plan became the basis of joint task force plans and operations, equipping the task force with



Jean Pierre DeBarros of the Department of Health and Human Services, right, discusses his agenda with Italian Major General Riccardo Marchio, middle, and British Major Charlie Crowe at the embassy.



Left: From left, a U.S. Army Major; Tom Frey, leader of the Disaster Assistance Response Team from the U.S. Agency for International Development; and Stacy Gilbert of the Bureau of Population, Refugees and Migration discuss humanitarian assistance options during the war game. **Lower left:** Todd Calongne of the Office of the Coordinator for Reconstruction and Stabilization and Marine Colonel Brian Salas meet in front of the barracks that housed the notional embassy to discuss how to bring together embassy public affairs and military communications during a conflict.



Leap Forward

Austere Challenge was a significant leap forward in preparing U.S. civilian agencies to respond to reconstruction and stabilization crises. It allowed the Coordinator for Reconstruction and Stabilization and its partner agencies to test new processes and capabilities and helped identify the gaps that will guide the work plan to be used to refine these tools.

Ambassador John Herbst, the Coordinator for Reconstruction and Stabilization, said the Department has learned from the sacrifices of the thousands of civilian employees who are rebuilding places like Iraq and Afghanistan:

“Austere Challenge validated the value and capability of the Civilian Response Corps, whole-of-government planning and the Interagency Management system, but most importantly, we are successfully capitalizing on the lessons learned over the last 10 years from the Balkans and the more recent conflicts in the Middle East and Asia,” he said. “We can see the strong support from our military colleagues, who want to see civilians taking an active role in the reconstruction and stabilization of countries in crisis.” ■

Washington policy guidance and a whole-of-government plan that addressed combat operations and the post-combat reconstruction and stabilization operations that “shape the peace.”

The Office of the Coordinator for Reconstruction and Stabilization said it pilot-tested in the exercise an innovative process to ensure close integration among all agencies, including the military. The office worked with the task force staff over the course of six months to map internal processes of the task force and the notional U.S. Embassy

participating in the exercise. The processes were then integrated as far as possible.

The Same Page

This new approach ensured that the task force and embassy did not have to “de-conflict” their efforts after the combat phase of the operation. Rather, they were, as much as possible, acting as one entity from the beginning of a whole-of-government process. As a result, both sides had a common understanding of the environment and had integrated operations and a

shared approach to monitoring and evaluation.

“In the minds of the military officers, this ‘emerging civilian capability’ had emerged,” said Colonel Kim Field, senior military advisor to the Office of the Coordinator for Reconstruction and Stabilization. “The civilians were sitting beside the military officers in their operations center, and the military officers sat beside the civilians in the embassy. Integrated planning and operations were possible, responded to challenges and were effective in an unprecedented way.”

Carl Siebentritt is chief of Civilian Response Corps Operations and John Schweiger is doctrine and concepts team leader in the Office of the Coordinator for Reconstruction and Stabilization.

Stopping 'Superbugs'

Office Strives to Prevent Spread of Bio-Weapons
By Dr. Brian Nordmann

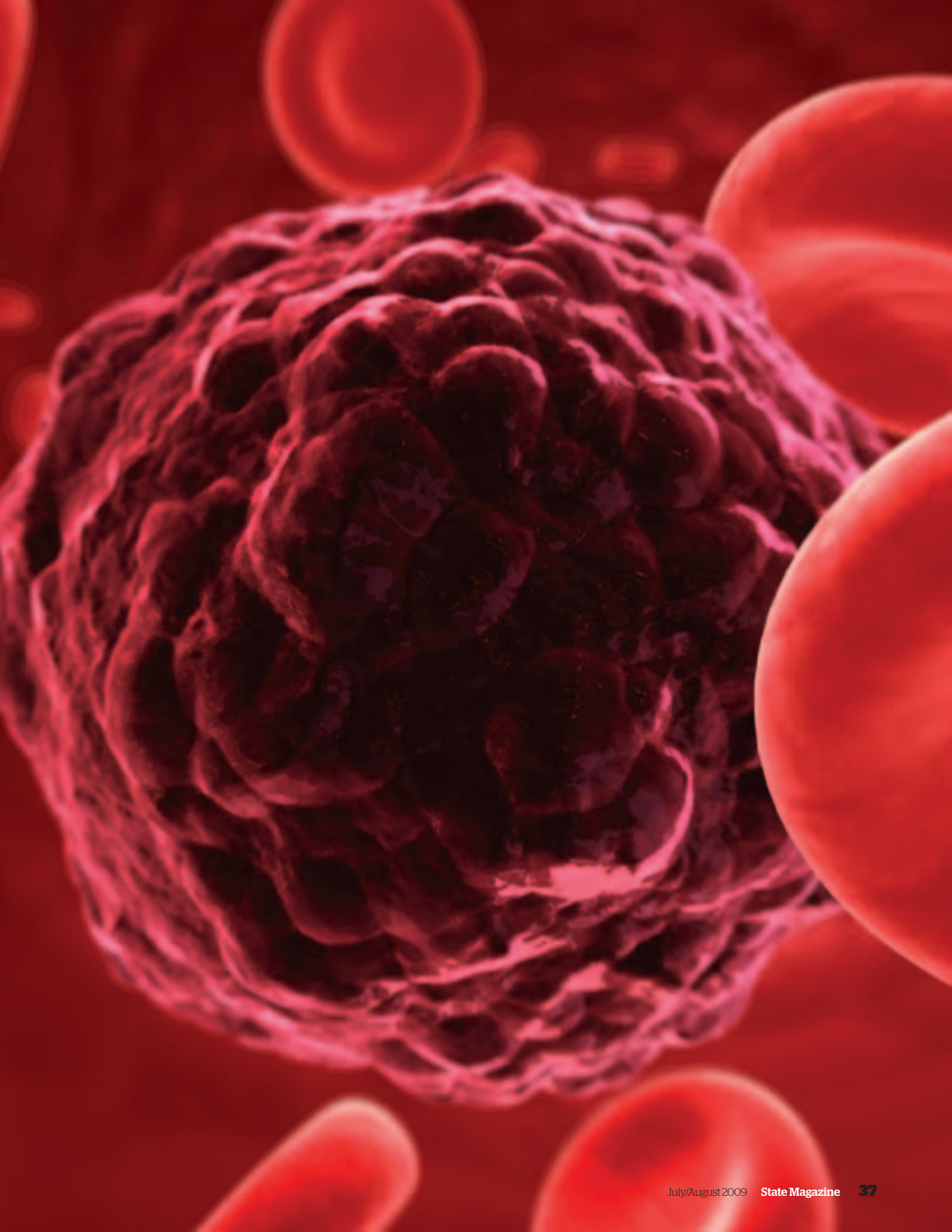
The phrase “biology happens” represents the balanced point of view underlying the work of the Office of Biological Weapons Affairs in the Bureau of Verification, Compliance and Implementation. It means that the factors that sustain life can also kill.

Biological weapons cannot be considered in isolation because their technologies can be used for good or bad and because of the interrelatedness of biological weapons, bioterrorism, biosafety, global public health, emerging infectious diseases and other issues.

The result of this mélange is a strong need for an interdisciplinary team of experts, as reflected

in the staff of the Office of Biological Weapons Affairs. The office's staff has academic degrees in diverse life sciences, such as biochemistry, molecular biology, microbiology, public health and bio-defense. The office has scientists who are Presidential Management Fellows, Foster Fellows, Jefferson Science Fellows and fellows of the American Association for the Advancement of Science.

Having professional depth in areas such as multilateral negotiations, intelligence collection and analysis, sensor development and military logistics is essential to the office. All this expertise resides in a 10-person staff.



Puzzle Solvers

To be an analyst in the office, “You have to enjoy puzzles—putting stories together when you only have a few pieces of solid information,” said animal health analyst Leila Heintzelman. “When we interview for a new hire, we ask a silly question just to see if the person can think through a problem that makes no sense.”

She said working in the office is challenging and fun.

Carl Prober came to the office as an analyst after a career as a Ranger in the U.S. Army, including multiple tours to Afghanistan and Iraq. He offers another perspective on working in the small but vital office.

“Working in the Office of Biological Weapons Affairs allows you to pursue almost any interest,” he said. “For example, I have taken numerous courses at several institutions, kept up my language skills and traveled on two delegations to the United Nations in Geneva regarding the Biological Weapons Convention.

Dr. Brian Nordmann is director of the Office of Biological Weapons Affairs and, below, Katharine Crittenger is the office's deputy director.



“When we interview for a new hire, we ask a silly question just to see if the person can think through a problem that makes no sense.”

“I’ve also enjoyed all of the interaction with all the different government agencies and a collaborative working relationship with members of the intelligence community. We are truly lucky to have such a mix of talent in our office, and that makes coming to work a real exciting experience.”

The Verification, Compliance and Implementation Bureau’s missions are to ensure that appropriate verification requirements and capabilities are fully considered and properly integrated in the development, negotiation and implementation of arms control, nonproliferation and disarmament agreements, and ensure that other

countries’ compliance is carefully watched, assessed, reported and enforced.

For the biological weapons office, this means analyzing and understanding the 1972 Biological and Toxins Weapons Convention and the 1925 Geneva Protocol. Together, these agreements prohibit the research, development, production, testing or use of biological weapons, except for peaceful and prophylactic purposes.

The relatively new office was established in May 2006. It brings together the talents and expertise previously found in several other offices of the bureau. Biological weapons present unique challenges that make them distinct from nuclear or chemical weapons. Early on, the Department recognized that understanding and responding to the international biological weapons threat requires a multidisciplinary response. Consequently, the office integrates missions focusing on policy, intelligence, science and technology.

Dual Nature

The dual-use nature of biological research is not a new phenomenon. As early as 1940, Winston Churchill referred to “perverted science” in his famous “Our Finest Hour” address. In 1949, Theodor Rosebury, a U.S. biological weapons researcher, said such research represents “science turned upside down.”

The fact that the underlying technology of these weapons may have beneficial uses can make it difficult to determine whether research in the biological sciences is being done by another nation for peaceful or nefarious purposes. In fact, all biological research could be for good or evil. The equipment for developing a new vaccine is the same as one might use for developing a new “superbug.” The deciding factor is the intent. More confounding is the fact that

a scientist may be doing completely peaceful research that is then misused by another scientist.

Complicating this dual-use nature is the new fact that many of the traditional “signatures” that characterize a biological weapons program are no longer valid. Mass production and stockpiling of weaponized biological material is no longer necessary or desirable. New breakthroughs in biotechnology, such as synthetic biology, have altered our understanding of what is a biological pathogen and what is a weapon.

Therefore, the office is in the forefront of the nation’s development of capabilities to perform and assess micro-

bial forensics—that is, to find out “whodunit” if a biological weapon is used. Doing so requires the ability to detect, collect and identify a pathogen, and identify the perpetrator. For the biological weapons office, this means developing new tools for the microbial forensics community.

The office is developing these tools because Congress, when it created the bureau in 1999, wanted the bureau able to support the U.S. arms control and nonproliferation agendas. Thus, it gave the bureau the Key Verification Assets Fund for retaining, researching, developing or acquiring technologies or programs for the verification of arms control, nonproliferation and disarmament agreements.

Pathogen ‘Library’

After discussions with scientists at the Federal Bureau of Investigation and elsewhere in the microbial forensics community, the office identified a critical need for a way to rapidly collect and assess the available scientific information were a biological pathogen to be released into the environment. The office decided the solution was to develop the Pathogen Strain Library, a massive data-exchange program able to gather and depict the variety of data necessary to help identify who has used a bio-weapon. Gathering the available genetic sequence data will be a first step if a bio-weapon is released. But it’s not enough for an analyst to know that the DNA evidence points to, for example, the use of anthrax or even the use of a specific variety such as the “anthrax Ames strain.”

The analyst must go deeper, identifying incredibly small and unique changes to the weapon’s genetic sequence and, possibly, to the environment surrounding the pathogen. These small changes, called single nucleotide polymorphisms, can be extremely telling as to the pathogen’s recent history. But identifying these changes requires the office to have a more extensive library of possible pathogen strains, including domestically held strains and those available throughout the world.

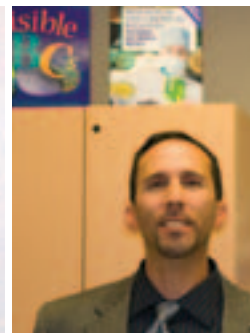
To determine the source of a bio-weapon, analysts must understand the information available from a pathogen and its environment. However, even if the bio-informatics data pinpointed the laboratory that produced the pathogen, it is not the same as identifying the culprit. Many variables must be considered and analyzed as well.

Therefore, the library will be a resource for more than just bioinformatics data. It will also have data from scientific journals, mass media periodicals and newspapers, Internet sources such as blogs and “twitters,” law enforce-

ment and the intelligence community information, and much more. Current U.S. beta-testing of the library is demonstrating that a search engine can collect and display just such a varied palette of information. Ultimately, the library will be a powerful analytic tool for use by the nation’s homeland and national security communities.

On many fronts, the Biological Weapons Affairs office is developing the tools to identify the difference between an act of Mother Nature and one of human ill intentions. ■

Dr. Brian Nordmann is director of the Office of Biological Weapons Affairs.



Clockwise from top right: Sue Ann White, the office management specialist; Carl Prober, a foreign affairs officer; biologist Tanya Anthony; a group at a 2008 Libyan conference on medical ethics that included, from left, a Libyan scientist, Crittenberger and Dr. Lorna Miller of the United Kingdom; and Leila Heintzelman, a foreign affairs officer in the office.



Executive Suite

Locally Employed Staff Serve as Trainers and Advisors /// **By J. Douglas Dykhouse**

Anyone who has served overseas knows that much of a mission's success depends upon the Locally Employed Staff, who help guide and educate generation after generation of Foreign Service personnel. The LE Staff serve as institutional memory, have unique knowledge of their countries and assure continuity for embassy policies and practices.

No wonder, then, that the Office of International Organizations in the Bureau of European and Eurasian Affairs created the LE Staff Executive Corps to recognize and harness the best LE Staff have to offer.

The "EUR Executive FSN Corps," as it was known when created in 2000, began as a team of 12 talented individuals specializing in

human resources, general services or financial information, or facilities management. Now commonly called the "Exec Corps," the team brings management advice and training to posts abroad. Since its establishment, corps members have traveled widely, training and mentoring a new generation of LE Staff throughout Europe and Central Asia.

The Department has called on the Exec Corps to help roll out new management programs such as Computer Aided Job Evaluation and WebPASS procurement, and to help implement the Collaborative Management Initiative. As new Department policies required Foreign Service officers to undergo more and better leadership and management

training, the corps became the bureau's nexus for keeping LE Staff in step with FSOs' level of training.

Custom Solutions

Managed by the Regional Support Center in Frankfurt, Germany, and working with post personnel, the corps provides customized solutions to posts' needs for on-site training, consulting and other hands-on assistance. The corps has 22 LE Staff from 16 of the bureau's posts. In the past year, Exec Corps members visited 17 posts, providing 27 workshops and training sessions.

The corps stands ready to assist on procurement and property management,



Henryk Piatkowski, an LE Staff member from the U.S. Embassy in Warsaw, stands in downtown Dushanbe on an Exec Corps trip there.



financial management, human resources, information management, motor pool operations, travel, customs and shipping, and facilities management. Recent training sessions have focused on property management, warehouse operations, basic and advanced human resources, and general services office inventory management, among other topics. Corps members conduct on-site training and consulting at post and often provide training alongside RSC staff members.

After an Exec Corps team helped a post that was dealing with an entirely new human resources section, the post's management officer said she had sought the corps' help because of previous positive experiences with it and corps member Zvezdan Milovanovic of the U.S. Embassy in Belgrade.

"By using the Exec Corps, we didn't have to wait for scheduled training courses, and we received a rapid response and tailor-made, one-on-one teaching by an experienced expert," she said.

At another post, which needed training in procurement, an officer said corps member

Irina Petrina from the U.S. Embassy in Kyiv exceeded expectations and "really zeroed in on areas where we needed to improve."

The corps is also involved in development of the Collaborative Management Initiative, and its members have worked on developing the uniform service standards, process maps and standard operating procedures that are central to the initiative.

Other Roles

The Exec Corps is also active in VIP support—it jump-started development of a VIP visitors software application—and is involved in the bureau's Merit Based Compensation initiative for LE Staff and in seeking expanded authorities for LE Staff regarding financial management and procurement.

To bring a corps member to your post, contact the Frankfurt Regional Services Center and advise the Exec Corps coordinator of the need, which will be matched to the capabilities of available corps members. The corps is particularly available to European and Central Asian posts, but members will

travel to any embassy needing its expertise.

Nominations for the corps can also be made to the coordinator. Membership requires careful review since each member must have years of high-performance expertise, be flexible and curious, and meet other criteria. Posts must allow their corps members to travel on Exec Corps business for two weeks per year.

Recently, the bureau launched a related LE Staff Mentoring Cadre to help new or under-performing LE Staff reach their potential. The cadre is composed of LE Staff from management subfunctions at all levels, not just supervisors, so that the mentor will be one who performs the same job as the mentee and can provide specific and applicable advice. The Exec Corps coordinator is the point of contact on this initiative as well. ■

The author is the Exec Corps coordinator and a regional management officer for the Regional Support Center in Frankfurt working out of the U.S. Embassy in Zagreb.



Song Bird

PAO Makes Music
For Brazilian Ears

By Adele Ruppe

Bentley poses with Recife
as a backdrop.

Foreign Service officers' special talents enrich their work and provide unique opportunities to connect with audiences. In that regard, we were fortunate in Brazil to have had Kate Bentley, a former professional musician who entered the Foreign Service in 1998 and served until recently as the public affairs officer at the U.S. Consulate in Recife.

Throughout her FSO career, Bentley has used her singing talent to promote mutual understanding and tell America's story.

While serving as press attaché in Panama and Nicaragua, Bentley performed with local jazz musicians at binational centers and special events. In Panama, she recorded a CD of songs composed by Mary Duddy, wife of Ambassador Patrick Duddy. Local pianist Dino Nugent collaborated with Bentley on the arrangements and later became a Fulbright scholar.

In Nicaragua, Bentley sang with Staccato, a nine-piece Latin jazz group, during tense political times. Half of the group's members were staunch Sandinistas, and the rest were Liberal Democrats. Connecting on a personal level via singing helped her gain their trust and confidence, which reflected directly on her work as press attaché.

A Special American

"In me, the Sandinistas saw another kind of American, because I broke down stereotypes and communicated from my heart," she said. "Reporters saw me as a real person: relaxed and approachable, not the stereotypical 'talking head from Washington' who might be reluctant to interact with the public. I built a rapport of trust with my audiences."

In Brazil, Bentley teamed with local musicians for a consulate cultural outreach program that told the story of the roots and evolution of jazz in the United States and its role in bringing about social inclusion. She used heart-warming scripts to explain how jazz has helped bridge the nation's color divide and how swing and bebop during World War II motivated the troops and their loved ones. Through one script, she told how President Roosevelt wanted famous band leaders to remind the troops of American democracy—and then she sang songs from that era.

Her message resonated with Afro-Brazilian society. During the 2008 U.S. election campaign, her retelling of the American civil rights struggle helped explain the possible election of the first African-American president and sparked thunderous applause.

Bentley's dedication to education was reflected in her work with 50 local recipients of the Department's Access Microscholarships, which provide two years of free English classes at the local



Left: The singer meets with students from Recife's Ginásio Pernambucano. **Below:** Bentley sings "A Lua, O Amor, e O Mar"—"The Moon, Love and the Sea"—the title song of her CD.



Above: Bentley recording with Brazilian Music Hall of Fame artist Dominginhos. **Right:** Bentley's concert is promoted on a Recife billboard.





Bentley rehearses the song "Coração de Menina."

binational center. She found a unique way to combine this work with her passion for music by recording a CD whose proceeds will help fund a college education for "Access kids" after their microscholarships end. Proceeds will also provide free English classes for other youths outside the Department's program. By choosing a local, education-related nongovernmental organization, the Institute for Corporate Responsibility in Education, to head up this project, Bentley's personal initiative takes the Access program a step further.

Bridging Genres

The songs on Bentley's CD bridge musical genres and include music from three contemporary composers of northeastern Brazil, as well as famous songs written and recorded by three icons of Brazilian music, including one who waived his author's rights and another who agreed to record for free—all to make the fund-raiser a bigger success.

"I wanted to record their hits with a new twist, but still leave them recognizable to the Brazilian public," she said. The nine-month project to produce the CD, "A Lua, O Amor, e O Mar," culminated in its release to wide acclaim at a gala performance in Recife's historic St. Isabel Theater.

"I see it as an embracing of the Brazilian culture and music," Bentley said. The nongovernmental organization selling the CD and administering the funds uses her Web site, www.katebentley.com. The CD is also available throughout Brazil at Livraria Cultura, a Brazilian bookstore chain.

Mission Brazil enthusiastically supports Bentley's work. Her CD is for sale in the embassy commissary and is a great gift for our contacts who are music enthusiasts. ■

The author is country public affairs officer at the U.S. Embassy in Brasilia.

What's Hot

PN113: Introduction to Working in an Embassy

Newly updated, this course introduces employees of U.S. government agencies and their eligible family members to the structure and function of United States embassies and consulates overseas. It is designed to assist them in working successfully in a diplomatic environment. With MQ911 Security Overseas Seminar, this course fulfills the security requirement for individuals on a first-time overseas assignment lasting 30 days or more. Not appropriate for Department of State Foreign Service Generalists or Specialists.

PT401: No FEAR Act Training

For the period ending 5/21/2009, there were 16,659 completions of the online PT401 course and 3,294 in progress. Those U.S. citizen Department of State employees, both Foreign Service and Civil Service, who have not yet registered to take PT401, should sign up at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PT401>. Students will learn about the No FEAR Act (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002), which prohibits discrimination and retaliation in the workplace. They will learn what avenues of recourse are available to employees who suspect they are the victims of illegal discrimination or retaliation. This course fulfills the No FEAR Act requirement to train government employees regarding their rights and remedies under Federal antidiscrimination and whistleblower protection laws.

Upcoming Classes

Security		Aug	Sept	Length
MQ911	Security Overseas Seminar	10,24	14,28	2 days
MQ914	Security Overseas Seminar, Youth	11,25		1 day
MQ917	Private Sector Security Overseas Seminar		21	2 days
Foreign Service Life Skills		Aug	Sept	Length
MQ104	Regulations, Allowances and Finances in the Foreign Service Context		24	2 days
MQ115	Explaining America		19	1 day
MQ116	Protocol and the U.S. Representation Abroad	15	12	1 day
MQ703	Post Options for Employment and Training	20		1 day
MQ704	Targeting the Job Market		9	1 day
MQ802	Communicating Across Cultures	29		1 day
MQ803	Realities of Foreign Service Life		30	1 day
MQ950	High-Stress Assignment Outbriefing Program	7,21	11	3 hours
Career Transition Center		Aug	Sept	Length
RV101	Retirement Planning Workshop		28	4 days
RV102	Job Search Program	3		8 weeks
RV103	Financial Management and Estate Planning		30	1 day
RV104	Annuities and Benefits and Social Security		29	1 day

For information on all the courses available at FSI, visit the Schedule of Courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses, new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov>. This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing and myriad helpful reference materials.

Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your Student Transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an External Training registration.
- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or technical issue? "Ask FSI" is your answer. Found on the home page of FSI (<http://fsi.state.gov>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response.

FasTrac Distance Learning

Learn at your own pace, when and where you want. Most Department of State employees, including personal service contractors and eligible family members, in a constant paid status for at least one year, are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 2,500 courses, from home or office. To view the complete FasTrac catalog, visit the FasTrac website at <http://fsi.state.gov/fastrac>.

For more information on all of our distance learning opportunities, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning." ■



High-Stress House Calls

MED Program Cares for Those in Harm's Way. By Dr. Thomas Burke

The Department of State is operating under a new paradigm in managing diplomatic affairs. Diplomacy, nation building and reconstruction are pursued in conjunction with ongoing military operations. This results in Department employees and their family members being exposed to stress during assignments in high-threat and unaccompanied posts, similar to the stress experienced by military personnel.

As early as 2004, the Office of Medical Services became aware that a few Foreign Service officers suffered from post-traumatic stress disorder. At the same time, the Department of Defense gathered solid information indicating that up to 17 percent of soldiers returning from Iraq and Afghanistan experienced PTSD or symptoms of anxiety and depression. A 2007 survey by MED and the Family Liaison Office of employees who had completed unaccompanied tours from 2002 to 2007 showed that PTSD was probably present in 2 percent of them and possibly present in the another 15 percent.

To address this problem, MED established the Deployment Stress Management Program to teach, consult and become involved in activities supporting employees serving on high-stress/high-threat/unaccompanied tours. The program works closely with the Foreign Service Institute, Diplomatic Security Training Center, Family Liaison Office and other interested parties. Staff members include a board-certified psychiatrist who serves as director, two social workers and an administrative assistant.

The program addresses prevention, early detection and treatment of psychological health issues before, during and after deployment to high-threat and unaccompanied posts. Persuading people to seek help requires overcoming the stigma attached to mental health treatment and the fear that getting treatment will adversely affect medical and security clearances, assignment opportunities and career progression. The facts are:

- Treatment is most effective when it is provided early.
- Early treatment avoids the negative psychosocial effects of mental health problems: driving under the influence, domestic violence, divorce, poor job performance.
- It is rare to lose a security clearance after seeking mental health care.
- An employee is more likely to lose a security clearance for untreated mental health problems, especially if they are associated with negative behaviors, such as substance abuse or domestic violence.
- Having a properly treated mental health problem is unlikely to result in the loss of a medical clearance. However, the clearance may be changed from worldwide to post-specific to ensure that needed mental health follow-up care is available.

Current Efforts

The Deployment Stress Management Program teaches stress management during FSI familiarization courses before deployment to Afghanistan and Iraq. Additional training on psychological first aid for first responders is provided in the High-Threat Tactical Course for Bureau of Diplomatic Security employees headed to provincial reconstruction teams and to employees going to leadership positions in high-threat posts. FSI sponsors a mandatory High Stress Outbrief

for personnel leaving high-stress assignments. The Deployment Stress Management Program includes one hour of instruction on recognizing PTSD and its impact on families, communities and the workplace. If an employee cannot attend the group session in Washington, D.C., an individual outbrief should be arranged with the program office there or with the regional medical office covering the onward-assignment location.

Additional mental health personnel have been assigned to the health unit of the U.S. Embassy in Baghdad, and an additional mental health provider has been hired to work in the health unit in the U.S. Embassy in Kabul.

The Office of Medical Services has directed that voluntary mental health screening be provided to aid in early detection of PTSD. The four-question Primary Care-PTSD screening will be administered when employees turn in their health records at the beginning of their tours, when they pick up health records at the end of their tours and any time in between if the primary-care provider finds it clinically indicated. An employee with a positive screening test will be offered an interview with the regional medical officer.

If the employee is confirmed to have PTSD, a treatment plan will be developed. It may include psychotherapy (prolonged-exposure therapy or cognitive-behavioral therapy, 90 minutes twice weekly for 7–15 sessions) and/or medication. If treatment is available locally, and all involved agree, the patient can remain at post. If care is not available locally, the employee can return to Washington by medical evacuation and receive prolonged-exposure therapy from the Deployment Stress Management Program staff.

We expect 70 to 90 percent of PTSD patients will not require any treatment beyond what we provide and that their medical clearance will not be affected. The rest will be referred for outside treatment under the workers' compensation program. Since these individuals will need to be assigned to posts where further treatment is available, they will be given Class 2 post-specific medical clearances.

Future Plans

New training programs will be developed for the needs of specific populations, such as Consular Affairs personnel who deal with grieving families. The Deployment Stress Management Program will pursue joint ventures with other offices to expand and improve their programs in deployment psychological health. The program will increasingly use the Internet and telemedicine to provide confidential Web-based access to information and self-assessment tools, and it will enhance its capacities to assess personnel who are exposed to blast-type head injuries so they can receive state-of-the-art neuropsychological evaluation and treatment. The program will expand its support of families through cooperative arrangements with the Family Liaison Office and the Peer Support Group in the Diplomatic Security Service.

The Deployment Stress Management Program will help build resiliency, prevent psychological injury and detect and treat unavoidable injuries early. We reiterate our commitment to enhancing the quality of life for those who have served at high-stress posts. ■

The author is the director of the Office of Medical Service's Deployment Stress Management Program.



Assistant Secretary for International Organization Affairs

Esther Brimmer of the District of Columbia is the new Assistant Secretary for International Organization Affairs. Previously, she was deputy director and director of research at the Center for Transatlantic Relations at the Nitze School of Advanced International

Studies at The Johns Hopkins University. Her prior Department service includes stints in the Office of Policy Planning and as special assistant to the under secretary for Political Affairs. She was also a member of the U.S. delegation to the United Nations Commission on Human Rights in 2000.



U.S. Ambassador to Afghanistan

Karl W. Eikenberry of Florida is the new U.S. Ambassador to the Islamic Republic of Afghanistan. Previously, before retiring from the Army with the rank of lieutenant general, he was deputy chairman of the North Atlantic Treaty Organization Military

Committee. He has served in various strategy, policy and political-military positions, including director for strategic planning and policy for the U.S. Pacific Command, U.S. security coordinator and chief of the Office of Military Cooperation in Kabul and defense attaché at the U.S. Embassy in Beijing.



Assistant Secretary for Verification, Compliance and Implementation

Rose Gottemoeller of Virginia is the new Assistant Secretary for Verification, Compliance and Implementation. Previously, she was a senior associate in the Russia & Eurasia Program at the Carnegie Endowment

for International Peace. She has served as deputy under secretary of Energy for Defense Nuclear Nonproliferation and assistant secretary of Energy for Nonproliferation and National Security. Prior to her work at the Department of Energy, she was deputy director of the International Institute for Strategic Studies in London.



U.S. Ambassador to Iraq

Christopher R. Hill of Rhode Island, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Republic of Iraq. Previously, he was assistant secretary for East Asian and Pacific Affairs and lead U.S. negotiator at the Six-Party Talks on the North Korea nuclear

issue. He has been ambassador to Korea, Poland and Macedonia and special envoy to Kosovo. He was senior director for Southeast European Affairs at the National Security Council. Earlier postings included Belgrade, Warsaw, Seoul and Tirana.



Assistant Secretary for Legislative Affairs

Richard R. Verma of Maryland is the new Assistant Secretary for Legislative Affairs. Previously, he was a lawyer in private practice and senior national security advisor to the Senate majority leader. He served on the Commission on the Prevention of

Weapons of Mass Destruction Proliferation and Terrorism. He is a veteran of the Air Force, a former country director for the National Democratic Institute for International Affairs and has worked in the House of Representatives. He served on the Obama/Biden Defense Department Transition Team.



Ambassador-at-Large for Global Women's Issues

Melanne Verveer is the first Ambassador-at-Large for Global Women's Issues. Previously, she was chair and co-chief executive officer of Vital Voices Global Partnership, an international nonprofit that invests in emerging women leaders and works to

expand women's roles. She served as assistant to the President and chief of staff to the First Lady in the Clinton Administration, and she led the effort to establish the President's Interagency Council on Women. Prior to her White House service, she held leadership roles in public policy organizations.

James MacPherson Capen, 74, a retired architect for the Bureau of Overseas Buildings Operations, died May 10 of lung cancer in Kent, Conn. He joined the Department in 1986 and was posted to Martinique, Barbados, Grenada, Riyadh, Dhahran, Jeddah, Burma, Thailand, Salvador, Moscow, Leningrad, Tallinn, Yerevan, Kuwait and Paris. He retired in 2000 and returned to OBO as a consultant in 2001. A former Episcopal priest, he was a volunteer with the National Cathedral Association.



Francis Burke Corry, 76, a retired Foreign Service officer, died March 29 at his home in Alexandria, Va. He served in Japan, East Pakistan, Thailand, Burma, Romania and Vietnam, where he received a heroism award. He was a colonel in the Marine Corps Reserve.



Roger Daley, 65, a retired Foreign Service officer, died May 6 of cancer at his home in Montpellier, France. He joined the Department in 1967 and served as a consular officer in Lagos, Durban, Istanbul, Paris, Palermo, Johannesburg, Moscow, La Paz, Monrovia and Port-au-Prince. After retiring in 2002, he served as a rehired annuitant in Cambodia, Bombay, Monrovia, Barbados and Jerusalem.

Harvey J. Feldman, 78, a retired Foreign Service officer, died Feb. 24 in Arlington, Va. He served in Japan, Taiwan, Hong Kong and Bulgaria, and was ambassador to Papua New Guinea and the Solomon Islands. He also served as alternate representative to the United Nations.



Darlene Frances Frye, 60, a retired civil service employee, died April 20 at her home in Glenn Dale, Md. Of her 34 years in the federal government, she spent 17 with the Department as a human resources officer. She continued to work for the Department as a contractor after her retirement in 2006. She enjoyed her family, traveling and shopping.



Coradino Ernest "Corry" Gatti, a retired Foreign Service officer, died Feb. 25 at his home in Austin, Texas. He served in the Army in World War II and joined the Department in 1953. He was posted to Brussels, Beirut, Jeddah, Aleppo, Paris, Santo Domingo, Tel Aviv and West Berlin. He enjoyed reading and playing bridge and poker.



Barbara M. Johnson, 76, a retired Foreign Service officer, died of ovarian cancer Feb. 2, 2008, in Bethesda, Md. During her 35-year career, she served in Bangkok, Brussels, Copenhagen, Saigon, Port of Spain, Kinshasa, Fort-de-France, Lima, Freetown, Dar es Salaam, Hamilton and Accra. After retiring in 1996, she took consular assignments as a rehired annuitant in Accra, Jeddah, Bahrain, Sanaa, Amman, Sofia, Hanoi and Ho Chi Minh City. She enjoyed the symphony, animals, good food and golf. She volunteered at Arena Stage and the Washington Home, where she visited the sick and elderly.

Olga Lukashewich Lepo, 87, a retired Foreign Service employee, died Dec. 30 in Louisville, Ky. She worked with the War Production Board during World War II and then joined the Department. She was posted to Munich, Mexico City, Wellington, Athens, Aden and Taiz, Saigon and Addis Ababa. She enjoyed sports, music and art.



Benjamin M. Lowe, 52, a former Foreign Service officer, died May 12 in the Atlanta, Ga., area. He served in the Army and joined the Department in 1982. He was posted to Mexico, South Africa, Malaysia and the Dominican Republic. After leaving the Department, he went to law school and became an immigration attorney. He enjoyed antique cars, model railroading, old coins and barbershop singing.



Nicholas Rey, 70, who left Poland as a toddler after the Nazi invasion in 1939 and later returned as U.S. ambassador, died Jan. 14 of lung cancer at his home in Washington, D.C. He was a managing director at Bear Stearns and Merrill Lynch, and vice chairman of the Polish-American Enterprise Fund before becoming ambassador to Poland in 1993 as the country was turning toward full democracy.



Frank M. Schroeder, 81, a retired Foreign Service officer, died Feb. 25 after a brief illness. He lived in Trinity, Fla. He served in the Coast Guard and served 32 years in the Foreign Service.



Jerome "Jerry" Tolson Jr., a retired Foreign Service officer, died May 19 of cancer in Arlington, Va. During his 35 years with the Department, he served twice as a deputy assistant secretary and was posted to Mexico, Moscow, Bogota, Santo Domingo and Sydney, where he was principal officer. After retirement, he enjoyed working part-time as a rehired annuitant for many years in the Office of Performance Evaluation.

Mary A. Vacca, 85, a retired Foreign Service employee, died April 19 in Mt. Lebanon, Pa. She was posted to Belgium, the Dominican Republic, Japan, Italy, Brazil, India and the Philippines. She was a volunteer at a hospital and guild for the blind. She supported the performing arts and enjoyed Italian music and food.



David Manley Walker, 64, a retired Foreign Service officer, died March 20 of cancer at his home in Pinehurst, N.C. He entered the Foreign Service in 1966 and served in Indonesia, Vietnam, Somalia, Tanzania, Malaysia, New Zealand and Ethiopia. After his retirement in 1990, he enjoyed golf and singing in a barbershop chorus.



Walter Edward Wells, 92, a retired Foreign Service officer, died April 10 in Cambridge, Mass. He served in the Army during World War II and joined the Foreign Service in 1963. He was posted to Vietnam, Peru, Argentina, Guatemala, Haiti and Milan. After retirement, he moved to New Haven, Conn., where he was elected a city alderman at the age of 85. He was an award-winning poet, as well as an actor and director. For 30 years, he gave presentations

on Italian opera.



Whitney "Whit" J. Witteman, 48, a Foreign Service officer and husband of Foreign Service officer Elaine Samson, died May 7 of a stroke in Arlington, Va. He joined the Department in 1991 as an economic officer and was posted to Monterrey, Riyadh, Jakarta and San Jose. Previously, he had worked in hotel development and as a bilingual teacher.

Retirements

Foreign Service

Bishop, Clyde	McBee, Leslie W.
Boera, Richard W.	Messner, Kenneth Alan
Bryant, Mary Nell	Ohlson, Thomas W.
Buckler, Steven Robert	Parks, Mary E.
Davis, Jeannette E.	Pates, Bonnie J.
Davison, John W.	Propst, Sharon Elyse
Edelman, Eric S.	Rabourn, Jimmie Dale
Edson, Stephen A.	Riddle, Paula
Freeman, Mary Ann	Rock, Jeffrey Butler
George, John D.	Romero, Marcia J.
Gong, Teddy	Sarhan, Margaret A.
Hawkins, Richard S.D.	Satterfield, David
Huscilowitc, Maria Carmen	Scrosia Jr., Jerry T.
Manlowe, Teresa Louise	Sparks, Christian E.
Marchant, Monte R.	Taylor Jr., William B.
Marrs Jr., Reese E.	Thompson, Trudie Elizabeth
Marshall, Mary B.	Weygandt, Arkell D.

Civil Service

Arthurs, Richard T.	Ledford, Stephen Reid
Barrett, Ann Mary	Mayberry, Gregory Nathan
Cheslock, Richard	McKinnies, Urselanda
Cohen, Joyleen N.	Miller, Wondra Faye
De la Hoya Jr., Miguel	Poeraatmadja, Andang S.
Gee, Carl I.	Sutherland, Ralph R.
Hamilton, John W.	Tapley, Hattie N.
Helmkamp, Jennifer L.	Weagraff, John V.
Hopper, Dianne W.	Wheat, Lynn M.
Johnson, Karla L.	Wilson, Ruth Ellen
Jordan, Debra Anne	Wingate, Effie E.
Kircher, Kathy E.	Wynnyczok, Don B.

"No different from us"

Cultural exchanges between nations often involve big league athletes, world renowned musicians or mega-successful businessmen. The public diplomacy section at the U.S. Embassy in Beirut recently decided to practice some cultural diplomacy a bit lower, at the grassroots level.

As part of its U.S.-Lebanon Sister Schools project, the embassy brought 14 American students from Wausau, Wisconsin, East High School to Lebanon for a week-long immersion in Lebanese culture. A few weeks later, their teenage peers from Sagesse High School in the suburbs of Beirut packed their bags and flew west for a week-long visit to central Wisconsin. Financed by the Bureau of Public Diplomacy and Public Affairs and participating schools, the project began as a series of digital video conferences between student groups. During their visit, the American students learned firsthand about Lebanon's long history and its diverse religious landscape, while the Lebanese students spent time on a Wisconsin dairy farm and studied Native American culture.

One student spoke for all when she noted that the trips proved that "people...are no different from us."

The bureaus of Diplomatic Security and Consular Affairs worked overtime in recent months to prove that teamwork pays real dividends. Colleagues from these bureaus collaborated to identify, investigate and arrest more than 1,800 people who tried to use counterfeit or fraudulently obtained documents to enter the United States. Following the Sept. 11, 2001, attacks, DS crafted a strategy to protect the integrity of U.S. travel documents by increasing enforcement at selected ports

of entry and training foreign law enforcement partners.

The bureau also added 50 assistant regional security officer-investigators to work with Consular Affairs at designated U.S. posts to combat visa, passport and related fraud. The result: more bad guys behind bars and a safer country.

One of the Department's smallest offices is tasked with one complicated mission: analyzing and understanding the 1972 Biological and Toxins Weapons Convention and the 1925 Geneva Protocol. The 10 people in the Office of Biological Weapons Affairs walk a very thin line, simply because the very factors that sustain life can also destroy it. To fulfill its complex mission, the small staff combines academic disciplines like biochemistry, molecular biology, microbiology and public health with professional skills in multilateral negotiations, intelligence collection and analysis, sensor development, military logistics—and puzzle solving.

Last but not least, a final salute to our colleagues en route to their final posting: *James MacPherson Capen; Francis Burke Corry; Roger Daley; Harvey J. Feldman; Darlene Frances Frye; Coradino Ernest "Corry" Gatti;*

Barbara M. Johnson; Olga Lukashewich Lepo; Benjamin M. Lowe; Nicholas Rey; Frank M. Schroeder; Jerome "Jerry" Tolson Jr.; Mary A. Vacca; David Manley Walker; Walter Edward Wells; and Whitney "Whit" J. Witteman. ■

Rob Wiley

Rob Wiley
Editor-in-Chief



COMING IN SEPTEMBER

>>> ACOTA Trains Native African Peacekeepers

>>> China VPP Expands Mission Outreach

>>> RSO Tallil Keeps FSOs Mission-Ready >>>

... and much more!



EMBASSY GUANOVIA COMMUNITY CALENDAR

SUNDAY · LOCAL COOKING CLASS! NOTE:
CREAM OF MUSHROOM SOUP WILL BE
AVAILABLE BUT YOU MUST BRING YOUR
OWN SEA SLUG AND HAMMER.



MONDAY MOVIE NIGHT: "CONSULAR AFFAIR"
AN ENCHANTED FINGERPRINT MACHINE AND
MYSTERIOUS TRAVEL VOUCHER LEAD TO LOVE
IN THIS ROMANTIC COMEDY.



TUESDAY · WATER LINEDANCE LED BY
AMBASSADOR BLUESTONE! ALL ARE
WELCOME TO THIS FUN AND ALSO
OBLIGATORY EVENT!



WEDNESDAY · SOCIAL FLOSSING · BRING
YOUR OWN FLOSS OR SHARE WITH
A FRIEND.



THURSDAY · FRIENDLY RUGBY
MATCH WITH MINISTRY OF PUBLIC
INTIMIDATION.



THIS FRIDAY AT THE AMERICAN CLUB
IT'S MAUDLIN HOUR: DRINKS HALF
PRICE FOR ANYONE WEEPING
OPENLY!





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Washington, DC 20520

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Please bring your nonperishable food items in on
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For more information, please contact
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